

JAN 28 1992

REPORT
OF THE
ADJUTANT GENERAL
State of Missouri

1 JULY 1989 - 30 JUNE 1990



CHARLES M. KIEFNER

MAJOR GENERAL

THE ADJUTANT GENERAL

OFFICE OF THE ADJUTANT GENERAL

DEPARTMENT OF PUBLIC SAFETY

**DEPARTMENT OF PUBLIC SAFETY
OFFICE OF THE ADJUTANT GENERAL - MISSOURI NATIONAL GUARD
ANNUAL REPORT - 1990**

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**DEPARTMENT OF PUBLIC SAFETY
DIVISION OF THE ADJUTANT GENERAL - MISSOURI NATIONAL GUARD
HISTORY AND ORGANIZATION**

Missouri's organized militia, from which the National Guard was formed, predates statehood by 12 years. Since statehood, the Adjutant General has served as the Governor's military secretary and head of the National Guard.

The Office of The Adjutant General is provided for by Article III, Section 46 of the Missouri Constitution, operating under provisions of Chapter 41 of the state statutes. Much of the operation of Army and Air National Guard forces is, also, controlled by federal laws and military regulations.

The Adjutant General is appointed by the Governor with the advice and consent of the State Senate, serving as military secretary and military chief of staff to the Governor. He is the administrative head of the military establishment of the state and administers the activities of an affiliated agency, the State Emergency Management Agency.

Missouri National Guard forces operate within a joint federal-state relationship. The state is involved in funding the operation of armories in the state and some National Guard administrative costs. Some state matching funds are provided for new armory construction. Federal funds cover pay for Guard members, for most full-time Guard employees, and cover the costs of almost all Guard equipment and training expenses.

Under its dual role, National Guard units serve the state under direction of the Governor during times of disaster or emergency when conditions threaten life or public safety beyond the ability of local authorities. Air and Army Guard units train alongside active forces to prepare for their national defense roles as part of the Total Force.

The proof of that policy came in December 1989 when elements of the Missouri Army and Air National Guard on duty in Panama played direct roles in support of combat operations there during Operation Just Cause.

A Military Council serves in an advisory capacity to the Adjutant General, and apportions all appropriations made for military purposes. The council consists of the Adjutant General, general officers of the Guard in Missouri, the commanders of the state's major Army and Air units, and other officers as are felt necessary to the Adjutant General. Senior active Army advisers to the Guard and federal and state fiscal officers for the Guard serve as ex officio members.

Major General Charles M. Kiefner has served as Adjutant General in his present term since January 19, 1981.

Our readiness is made possible by the cooperation of the General Assembly, the officials of the executive branch, sister state agencies, and foremost by the dedication of our employees and the soldiers and airmen of the National Guard and their families. This report reflects their achievements.

ADJUTANTS GENERAL OF MISSOURI

1820-1829	John O'Fallon
1829-1830	Henry Shurlds
1830-1835	A. J. Williams
1835-1839	Benjamin M. Lyle
1839-1843	James L. Minor
1843-1848	Gustavas A. Parsons
1841-1851	William G. Minor
1851-1851	William A. Roberts
1851-1857	Addison M. Elston
1857-1860	Gustavas A. Parsons
1860-1861	Warwick Hough
1861-1861	George H. Smith
1861-1863	Chester Harding, Jr.
1863-1865	John B. Gray
1865-1869	Samuel P. Simpson
1869-1870	George L. Childress
1870-1871	Isaac F. Shepard
1871-1873	Albert Sigel
1873-1875	John D. Crafton
1875-1877	George C. Bingham
1877-1881	Ewing Y. Mitchell
1881-1885	John B. Waddill
1885-1889	James C. Jamison
1889-1897	Joseph A. Wickham
1897-1901	Morris F. Bell
1901-1905	William T. Dameron
1905-1909	James A. DeArmond
1909-1913	Frank M. Rumbold
1913-1917	John B. O'Meara
1917-1917	Arthur B. Donnelly
1917-1917	James H. McCord
1917-1918	Andrew V. Adams
1918-1921	Harvey C. Clark
1921-1925	William A. Raupp
1925-1927	Frank M. Rumbold
1927-1933	Andrew V. Adams
1933-1936	Harold W. Brown
1936-1937	Claude C. Earp
1937-1941	Lewis R. Means
1941-1945	Clifford W. Gaylord
1945-1951	John A. Harris
1951-1964	Albert D. Sheppard
1964-1973	Laurence B. Adams, Jr.
1973-1977	Charles M. Kiefner
1977-1981	Robert E. Buechler
1981-	Charles M. Kiefner

MISSION OF THE MISSOURI NATIONAL GUARD

As provided for under the provisions of the National Defense Act, units of the Missouri National Guard (MONG), both Army and Air, have a dual mission. The state mission is to provide military organizations trained and equipped to function when necessary in the protection of life and property, and in the preservation of peace, order, and the public safety. As Reserve Components of the Army and Air Force of the United States, the federal mission is to provide trained and qualified individuals available for federal service in time of war or national emergency, or at such other times as the national security may require augmentation of the United States Armed Forces.

PRIMARY STAFF OFFICERS

Major General Frank C. Crooks
*Military Executive

Colonel Robert A. Morgan
**Chief of Staff, MOARNG

Colonel Allen L. Stark
**U.S. Property & Fiscal Officer

Colonel Robert Schmidt
***Senior Army Advisor

Colonel Clifford C. Grantham
**Military Personnel Mgmt Officer

Colonel Calvin Broughton
**Plans, Operations, & Trng Officer

Colonel Edward C. Gruetzemacher
**State Army Aviation Officer

Lieutenant Colonel Ronald Benward
**Support Personnel Mgmt Officer

Major Paul J. Junkans
**Construction/Facilities Officer

Colonel Patrick Riley
***Inspector General

Colonel James L. Pruitt
**Surface Maintenance Manager

Colonel Billy W. Hawkins
**AVCRAD Supervisor

Colonel William A. Treu
**Exec Support Staff Officer-Air

Lieutenant Colonel James L. Weber
**Director of Information Management

Major Robert Liddy
**Equal Employment Manager

Major Dennis L. Cruts
*Financial Manager (State)

Major Barbara A. Branigan
**Staff Judge Advocate

Lieutenant Colonel Jerry Peeper
**Safety and Occupational Health Mgr

Command Sergeant Major Bill Adams
**State Command Sergeant Major

Major Kenneth R. MacNevin
**Public Affairs Officer

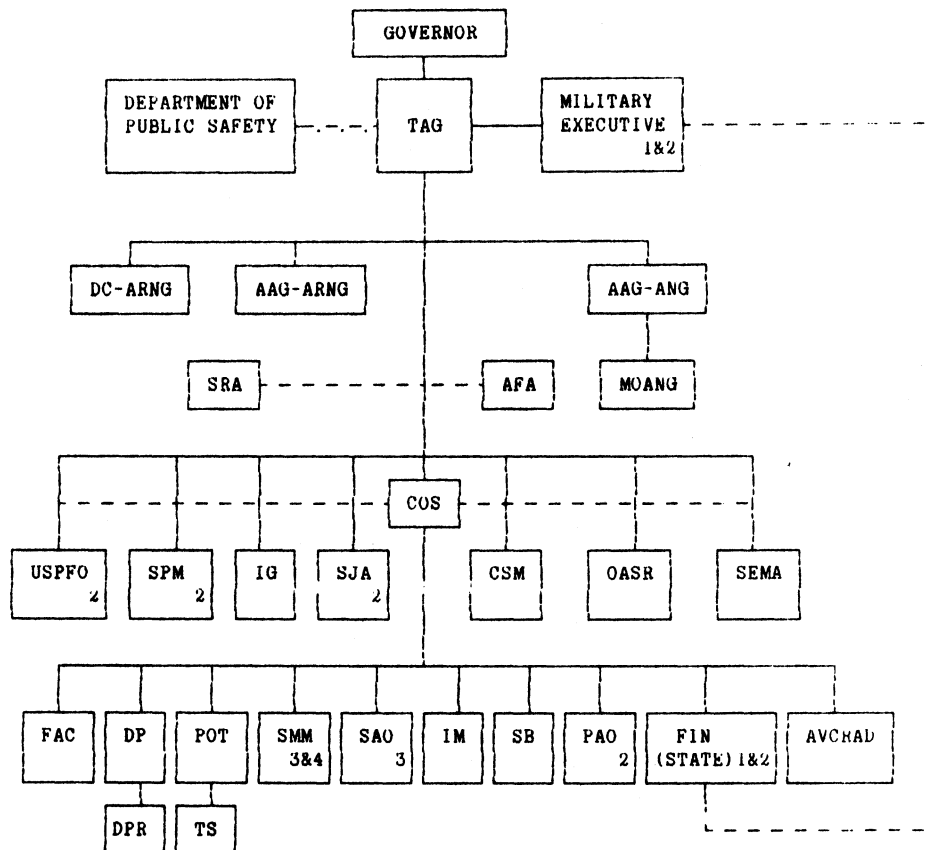
*denotes state position

**denotes federal position

***denotes regular Army Officer assigned by the Department of the Army

Department of Public Safety
Division of the Adjutant General

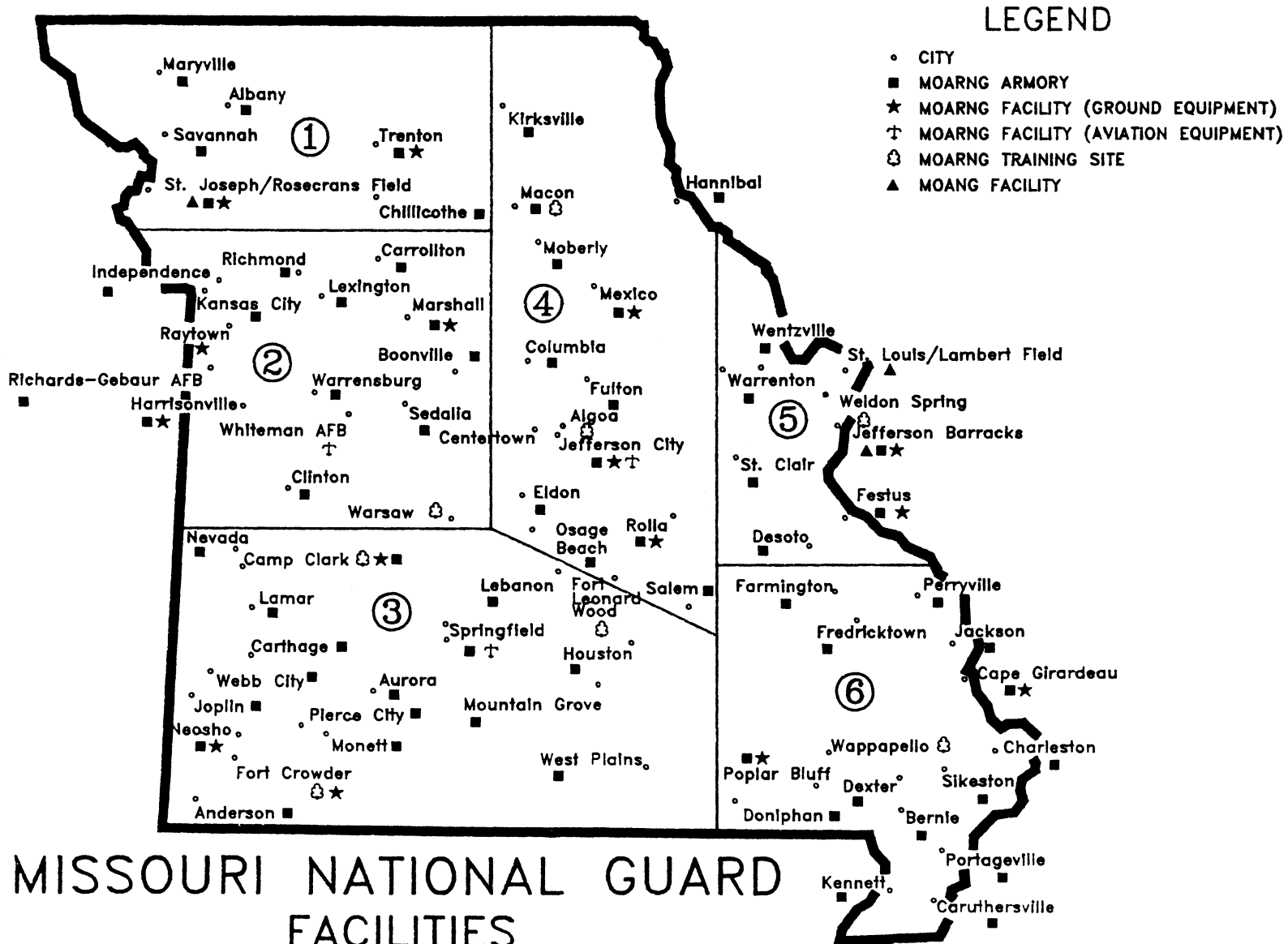
Organization Chart



————— COMMAND
 - - - - - COORDINATION
 EXECUTIVE COORDINATION

1. STATE FUNDED POSITION
2. DUAL FUNCTION (ARMY-AIR)
3. PROVIDES GENERAL/TECHNICAL GUIDANCE TO COMMANDERS
4. EXERCISES GENERAL/TECHNICAL SUPERVISION OF OMSs & UTES

AAG-ANG - ASSISTANT ADJUTANT GENERAL - AIR NATIONAL GUARD
 AAG-ARNG - ASSISTANT ADJUTANT GENERAL - ARMY NATIONAL GUARD
 AFA - AIR FORCE ADVISOR
 AVCRAD - AVIATION CLASSIFICATION REPAIR ACTIVITY DEPOT
 CSM - COMMAND SERGEANT MAJOR
 DOIM - DIRECTOR OF INFORMATION MANAGEMENT
 FAC - CONSTRUCTION & FACILITIES OFFICER
 FIN - FINANCIAL MANAGEMENT OFFICER, STATE
 DP - MILITARY PERSONNEL OFFICER
 POT - PLANS, OPERATIONS & TRAINING OFFICER
 IG - INSPECTOR GENERAL
 MOANG - MISSOURI AIR NATIONAL GUARD
 MOARNG - MISSOURI ARMY NATIONAL GUARD
 OASR - OFFICE OF AIR SEARCH AND RESCUE
 PAO - PUBLIC AFFAIRS OFFICER
 DPR - RECRUITING AND RETENTION MANAGER
 SAO - STATE ARMY AVIATION OFFICER
 SB - SAFETY BRANCH
 SEMA - STATE EMERGENCY MANAGEMENT AGENCY
 SJA - STATE JUDGE ADVOCATE
 SMM - STATE MAINTENANCE MANAGER
 SPM - SUPPORT PERSONNEL MANAGEMENT OFFICER
 SRA - SENIOR ARMY ADVISOR
 TS - TRAINING SITE
 USPFO - U S PROPERTY & FISCAL OFFICER



STATE AWARDS

MERITORIOUS SERVICE MEDAL. This medal is the highest honor awarded by the State of Missouri to individuals who have performed valorous or meritorious military service which reflects honorably and creditably upon the State of Missouri. Not more than one Meritorious Service Medal shall be awarded or presented. It may be awarded for valor or merit.

CONSPICUOUS SERVICE MEDAL. The second highest honor awarded by the State. It may be awarded to Guardmembers and civilians who have performed distinguished and conspicuous service or services, either civilian or military, which reflect honorably and creditably upon the State of Missouri. Oak Leaf Cluster will be presented for second or succeeding awards.

MISSOURI NATIONAL GUARD COMMENDATION RIBBON. It is authorized to be awarded to members of the Missouri National Guard only as tangible evidence of public recognition of commendable service, outstanding acts or achievement. Oak Leaf Cluster will be presented for second or succeeding awards.

MISSOURI NATIONAL GUARD RECRUITING/RETENTION RIBBON. It is authorized to be awarded to members of the Missouri National Guard only to provide tangible evidence of public recognition who have given distinguished service to the State of Missouri by enhancing the numerical strength of the National Guard through recruiting and retaining members. Oak Leaf Cluster will be presented for second or succeeding awards.

ADJUTANT GENERAL'S TWENTY BADGE AND RIBBON. It is authorized to be awarded to those individuals of the Missouri National Guard who are currently active members and have actively competed in the State Combat Matches from 1 January 1968 to recognize exceptional marksmanship achievements.

GOVERNOR'S TWELVE TAB. It is authorized to be awarded to those individuals of the Missouri National Guard to recognize the exceptional marksmanship achievements of those three new shooters who have actively competed in the annual Army Area Reserve Component (FORSCOM) Composite Rifle Matches from 1 August 1966. An individual shall be eligible for only one award.

NATIONAL GUARD OF THE UNITED STATES SERVICE RIBBON. This ribbon with Berlin Crisis Clasp has been awarded to those members of the Missouri National Guard ordered to active duty with the Armed Forces of the United States during the period 1 September 1961 through 31 August 1962.

MISSOURI PANAMANIAN SERVICE RIBBON. Awarded to members of the Missouri National Guard who served in the Republic of Panama during Operation Just Cause, dates specified by the Department of Defense.

STATE EMERGENCY DUTY SERVICE RIBBON. Awarded to members of the Missouri National Guard ordered to State Active Duty in time of emergency by the Governor to uphold the law and preserve order, protect lives and property, assist civil authorities, and for the aid and relief of civilians in disaster. This award shall apply to State service rendered on or after 1 January 1968. A bronze star attachment will be issued for a second and succeeding award and a silver star attachment may be worn in lieu of five bronze star attachments.

CERTIFICATE OF MERIT. It is authorized to be awarded to recognize periods of faithful service, acts, or achievement of good public and community relations in the interest and support of the Missouri National Guard.

CERTIFICATE OF APPRECIATION. It is authorized to be awarded to Missouri National Guard personnel upon separation as a result of retirement. The certificate is signed by the Adjutant General and the Governor and has the Great Seal of Missouri affixed. The text of the certificate is an expression of the appreciation of a grateful citizenry.

CERTIFICATE OF SERVICE. This certificate, designed by the National Guard Bureau, is for issue to individuals upon their retirement or transfer from the Army or Air National Guard in recognition of more than 20 years of honorable or faithful service in the Armed Forces of the United States, at least 10 of which were in the Army or Air National Guard.

MISSOURI NATIONAL GUARD SERVICE RIBBON (Five Years). Awarded to persons who have completed five years of honorable service in the MONG on or after 20 May 1971.

LONG SERVICE RIBBONS. Awarded to persons of the MONG who have served honorably for at least 10 years in the MONG. This service does not have to be continuous and service rendered in any of the Armed Forces of the United States as a result of, or in connection with, membership in the MONG shall be considered as a part of such service. A Hawthorn Cluster, to conform to the official floral emblem of the state, to be worn on the ribbon shall be awarded as follows: a bronze cluster for 25 years service, a silver cluster for 30 years service, and a gold cluster for 35 or more years service.

MISSOURI NATIONAL GUARD ACTIVE DUTY BASIC TRAINING SERVICE RIBBON AND CERTIFICATE. The ribbon and certificate are designed to recognize members of the MONG who have honorably and successfully completed an active duty basic training course while a member of the MONG. These awards may be presented to all trainees after honorable and successful completion of active duty basic training and award of a primary MOS/AFSC.

CERTIFICATE OF MERIT, MILITARY. This certificate is to recognize periods of faithful service, acts or achievements of

good public and community relations, in the interest and support of the MONG.

CERTIFICATE OF MERIT, CIVILIAN. To recognize the contributions made to the MONG by individual citizens, groups of citizens, organizations, companies, corporations, or other industrial related groups. This also includes community support of a local unit and public service support by a local industry.

MISSOURI RESERVE MILITARY FORCE

The mission of the Missouri State Guard is to supplement the MONG when necessary or replace the Guard when it is not available. Authorized by Chapter 41, Revised Statutes of Missouri.

DIRECTOR OF PERSONNEL

The Director of Personnel is the principal adviser to the Adjutant General for military personnel matters. The office of the Director of Personnel includes the Military Personnel Management Branch, Administrative Services Branch, Recruiting and Retention Management Branch, and Standard Installation/Division Personnel System (SIDPERS) Interface Branch (SIB).

MILITARY PERSONNEL MANAGEMENT BRANCH is responsible for administration and management of enlisted, warrant officer, and officer personnel assigned to the Missouri Army National Guard (MOARNG). Recommendations for personnel policies and preparation of directives are formulated in accordance with the Missouri Military Code and National Guard and Department of the Army Regulations. This branch processes personnel actions such as enlistments, appointments, transfers, promotions, reductions, separations, classifications, and maintains personnel records of MOARNG personnel. Other functional areas in this branch are civilian education assistance, selective reserve incentive program, and health system services. The Adjutant is also assigned to this branch and is responsible for the Alcohol and Drug Abuse Prevention and Control Program (ADAPCP) for Missouri Army National Guard members, the administration of the National Guard Bureau Tour Program, federal recognition withdrawals of officers, casualty assistance, and authentication of military orders released from this headquarters.

MOARNG STRENGTH AS OF 25 JUNE 1990

	<u>Authorized</u>	<u>Assigned</u>
Officers	826	933
Warrant Officers	267	229
Enlisted	<u>9195</u>	<u>9846</u>
TOTAL	10288	9846

All officers and enlisted personnel are trained to be combat ready for mobilization in the active Army. They are assigned to the following branches:

Adjutant General's Corps	Medical Service Corps
Army Medical Specialist Corps	Military Intelligence
Army Nurse Corps	Military Police Corps
Chaplain Corps	Ordnance Corps
Medical Corps	Quartermaster Corps
Chemical Corps	Signal Corps
Corps of Engineers	Staff Specialist
Dental Corps	Transportation Corps
Field Artillery	

OFFICER PERSONNEL is responsible for officer personnel actions, maintenance of personnel files, maintenance and updating the individual record brief database, the Officer Personnel Management System, promotion boards, selective retention. During this reporting period, there was an increase in the total number of officer positions authorized (+26) and a decrease in the total number assigned (-9).

ENLISTED PERSONNEL is responsible for enlisted personnel actions, maintenance of personnel files, casualty reports, Command Sergeant Major programs, selective retention, processing requests for Initial Active Duty Training, preparing an annual screening report, and preparing training and readiness status and unsatisfactory participation reports. During this reporting period, there was an increase in the total number of enlisted positions authorized (+351) and a decrease in the total number assigned (-226).

EDUCATION SERVICES OFFICE provides guidance and assistance to our soldiers pursuing post-secondary education degrees (associate, baccalaureate, and masters) and is responsible for the Montgomery GI Bill (MGIB) programs and tuition assistance for our soldiers to meet their civilian education requirements and goals. These programs were developed to increase enlistments and retain personnel. The number of participants in the MGIB passed the 1800 mark in June 1990, placing Missouri as the 11th largest state with MGIB participants in the nation. The Tuition Assistance Program involves 517 participants enrolled in 854 courses which placed Missouri at the top in the nation.

The Education Services Office has the responsibility for the Defense Activity for Nontraditional Education Support programs to assist and counsel our soldiers who cannot obtain a higher education through the traditional manner. This includes external degree programs such as independent study and credit by examination involving AC-PEP, CLEP, and DSST tests.

The Servicemembers Opportunity Colleges (SOC)/Army National Guard Outreach program is the extension of SOC services and benefits to members of the Army National Guard. It involves the education services office counseling MOARNG members on an

Educational Goal and Evaluation Plan to SOC institutions that support education for military personnel. There are over 700 SOC institutions in the United States. The SOC institutions maintain consistency in transfer of credits, academic residency requirements, crediting learning from military training and experience, and crediting extra-institutional learning. The Education Services Officer is designated by SOC to be their official representative to solicit and nominate colleges for membership in SOC.

SELECTED RESERVE INCENTIVE PROGRAM is designed to increase enlistments, improve retention, and provide for force stability through reduced attrition and longer terms of service by offering various incentives to Army National Guard soldiers. The Army National Guard is authorized to pay four types of incentives to qualified individuals: a cash enlistment bonus for first-term soldiers, an affiliation bonus for former active component members with a remaining military obligation, a reenlistment/extension bonus (three or six years) for those who are nearing the halfway point to retirement, and the student loan repayment program. Listed below are the current number of active participants for each type of incentive as of 30 June 1990:

Enlistment Bonus	2000
Retention (Three Year)	45
Retention (Six Year)	1144
Affiliation	267
Student Loan Repayment Program	1619

HEALTH SYSTEM SERVICES manages various medical programs such as the dental panoramic x-ray, over-40 cardiovascular screening and physical examinations, line of duty investigations, incapacitation pay, and Human Immunodeficiency Virus (HIV). It also schedules medical evaluations with civilian and federal medical treatment facilities and reviews the payments of such accounts.

ADMINISTRATIVE SERVICES BRANCH provides many administrative services in support of the total MOARNG. Included are requisitioning, receipt, storage, and issue of blank forms; maintaining pinpoint distribution accounts; mail control procedures and mail distribution; printing support; military orders publication; processing security clearances; and processing requests for information under the Freedom of Information Act (FOIA) and Privacy Act. Due to reorganization, Records and Archives is part of this branch.

RECORDS AND ARCHIVES processes numerous requests for military record information. The volume of requests increases each year. Requests from Social Security Offices are the most numerous followed by veteran service organizations.

All state military awards and some federal military awards are processed by this office. Assistance is provided to personnel in making their twenty year survivor benefit elections

(National Guard) and application for reserve component military retirement pay. Emphasis is also given to providing assistance to National Guard retirees or widows who are experiencing pay or administrative problems in receiving benefits due.

Records and Archives continues to receive numerous requests for Civil War and earlier documents. These records were transferred to State Archives in 1988. Received requests are forwarded to State Archives for response.

The recent decision that permanent storage records will no longer be filmed increases Records and Archives' work load as well as State Records. Since all of our records are, effectively, permanent, this will involve retrieving the record from the State Records Storage Area. In the past, a film was available and the requested record was made from the film.

STANDARD INSTALLATION/DIVISION PERSONNEL SYSTEM (SIDPERS) INTERFACE BRANCH (SIB) has the responsibility for operating an automated personnel system which contains basic personnel data on each individual Guard member. Organizational data is maintained on each Missouri Army National Guard unit.

SIDPERS Interface Branch (SIB) consists of SIB Headquarters, the Files Management Section, and the Retirement Points Accounting System (RPAS) Section.

The SIB Headquarters is responsible for the day-to-day supervision of the SIB. The Files Management Section receives, processes, and accounts for incoming personnel transactions, provides administrative support for the SIB Headquarters, and is responsible for maintenance of the automated files. Of primary importance is the quality assurance process conducted by personnel of this section on each individual personnel transaction. Only the purest data is allowed to be entered into the computer by the Files Management Section. The RPAS Section is responsible for receiving, processing, verifying, and maintaining automated retirement point records on each Guard member.

Personnel information is provided from these automated systems to all echelons where it is used in personnel management, mobilization planning, budgeting, and calculating pay for individual Guard members.

Over 57,000 individual personnel transactions are processed each year. This is the largest single system currently in operation on the MOARNG main computer.

This branch also operates and administers the Drill Attendance Monitoring Procedures and Report System which combines personnel, pay, and training data to provide information on individual drill performance.

RECRUITING AND RETENTION MANAGEMENT BRANCH is responsible for the formulation, planning, coordination, and operation of the MOARNG recruiting and retention programs to support planned force structure strength requirements as specified by Department of the Army, National Guard Bureau, and the Adjutant General.

This branch includes 53 production recruiters, 6 noncommissioned officers (NCOs) who supervise the recruiting areas in the state, 6 retention NCOs, 4 guidance counselors at the 2 Military Entrances and Processing Stations in the state, a staff of 11 officers and NCOs, and the State Family Program Coordinator.

In order to accomplish its primary mission, this branch completes subordinate functions to include budget funding, result trends, forecasting, statistical analysis, cost analysis, management analysis, research and long range planning, advertising, training, awards to include referral awards program, applicant processing, special events, and dealing with active armed forces counterparts.

STATE FAMILY PROGRAM OFFICE is responsible for the development and implementation of both the pre-mobilization and post-mobilization Family Program.

The Family Program depends upon the unit level family support groups to keep family members informed on Guard benefits and entitlements, structure, mission, and activities. The Family Program also offers quality of life programs to have a positive influence on Guard families.

Workshops for family support group volunteers were held throughout the state to train them on the Family Program. The workshops proved to be a valuable opportunity for lead volunteers to not only learn about how to organize and maintain support groups, but to also exchange ideas and experiences.

Operation Just Cause offered the Missouri National Guard Family Program its first opportunity to implement a family assistance center. Members of the 1138th Military Police Company on annual training in Panama at the time of the operation were extended because their expertise was required. Two family assistance centers were opened to help their families overcome difficulties related to Operation Just Cause. This experience enabled the Missouri National Guard Family Program to learn many useful lessons about mobilization.

G3 DIVISION

The Plans, Operations and Training Officer (G3) is responsible for the organization, operations, education, training, combat readiness, mobilization, security, contingency planning, and military support to civil authorities within the MOARNG. Specific functions are as follow:

ORGANIZATION: The Missouri Army National Guard is organized into 50 mobilization entities (to include Headquarters, MOSTARC) that are included in the Department of the Army (DA) total force structure as approved by the Secretary of the Army. There are 22 battalions and higher level organizational headquarters. Considering split units, headquarters companies, headquarters batteries and headquarters detachments, there are 110 elements located in 62 Missouri cities, towns, and communities.

TRAINING

All units of the MOARNG are Federal mobilization entities. Operations and training are conducted under the purview of the Department of the Army as promulgated by the U.S. Army Forces Command (FORSCOM). Doctrinal guidance is provided by Army Regulations, Army Training and Evaluation Programs, and other pertinent training publications. The Commander, Fifth U.S. Army, Fort Sam Houston, Texas, is responsible for training supervision and evaluation of MOARNG units with a federal mobilization mission. The Adjutant General publishes implementing training directives to the units. Training requirements and objectives are specified on a yearly basis, to include annual training sites and logistical support requirements. Each unit publishes a yearly training program and subsequently quarterly or monthly training schedules covering training activities for 48 inactive duty training assemblies per fiscal year (1 Oct - 30 Sep). Specific annual training guidance and schedules are issued for a minimum of 15 days of annual training during each training year.

Guard members must always remain informed, alert, and eager to learn the most current of the continuing changes, new techniques, and technological advances demanded in modern warfare. To accomplish this, our Guard members are required to attend resident instruction offered at the U.S. Army Branch Service Schools.

Federal funds managed by the G3 Division to support operations and training during FY 90 exceeded \$14,000,000. This includes funding for annual field training, service schools, miscellaneous special training activities, and overseas deployment training.

The FORSCOM-directed affiliation program, which affects two engineer battalions of the state, provides limited funding for those units, and establishes a working relationship with like units of the active army. This program is administered by the training section, and generally consists of mutual training coordination and support.

Key Personnel Upgrade Program (KPUP): This program provides Missouri Army National Guard soldiers with additional training either alongside or in place of active army counterpart soldiers. Soldiers perform their duties as individuals or teams as participants in army exercises. This program provides excellent opportunities for individuals and teams to increase combat

proficiency, learn to apply new tactical doctrine, and establish working relationships with active army units and soldiers.

Our units participate in domestic action projects on occasion when proper training criteria is met. Such projects provide Military Occupational Specialty training not always available to a unit, as well as assist local communities.

INDIVIDUAL TRAINING EVALUATION PROGRAM: This program is a diagnostic training and evaluation program designed to improve individual soldier and unit readiness. It is a continuous process, not just an annual evaluation. It consists of soldier training, proficiency evaluation, and training program modification to correct training weaknesses. Incorporating the SQT into unit individual training programs is essential to meet the National Guard's goal of fielding fully trained soldiers. This program has been expanded to include Military Occupational Skills training for selected individuals and should result in increased individual qualification.

COMPETITIVE MARKSMANSHIP TRAINING: The Missouri Competitive Marksmanship Program is organized into five disciplines, the State Composite Rifle team, the State Composite Pistol Team, and the three Combat Teams, being Rifle, Pistol, and Light Machine Gun.

Composite Rifle and Pistol Team members are primarily recruited through the Combat Competitive Program. Individuals selected are those who possess interest, ability, and the desire to participate.

Selection of Combat Teams to represent Missouri at higher level command matches is determined through state championships where all battalions are encouraged to participate. The first place team of these competitive activities will advance to represent Missouri at the Winston P. Wilson Matches, Fifth Army Reserve Components Matches, and ultimately the All Army Matches.

Individual units are depended upon to conduct and emphasize the importance of unit level training as well as competition. After having mastered the basics of shooting, the Small Arms Readiness Training Section selects individuals to participate in the advanced marksmanship training program. Individuals receive instruction from master shooters in a one-on-one environment, and then are entered in competition with other shooters who are at the expert level or above.

The repeated exposure of the individual to the pressure of a highly competitive environment is the main training vehicle incorporated to cultivate and stimulate a skillful shooter. The shooter is then expected to impart his expert skills at his unit level thereby perpetuating the training cycle and ensuring that the unit has a highly developed vital resource.

TRAINING AMMUNITION MANAGEMENT: Training ammunition is a relatively scarce commodity nationwide requiring authorized ammunition assets to be effectively managed by the training section through the Training Ammunition Management Information System (TAMIS) for use by the National Guard. This management consists of developing, reviewing and validating unit statement of requirements for a specific training year; receiving yearly authorized quantities and subauthorizing to major subordinate commands; processing and validating unit level ammunition forecasts for accuracy and entering data in a timely manner; tracking expenditures against subauthorizations and taking appropriate actions to increase or reduce subauthorization necessitated by changes in training, missions, priorities, training sites and times. TAMIS enables managers at all levels to identify and prioritize critical training ammunition resources in addition to reducing or eliminating unnecessary expenditures.

Critical shortages exist in the following areas:

- a. Illumination Signals.
- b. Smoke grenades.
- c. AT-4 trainer rounds (new anti-tank round).
- d. Artillery smoke and illumination rounds.
- e. All Small Arms Ammunition.
- f. Mine Clearing Line Charge Ammunition.
- g. Attack Helicopter Rockets.

PLANS, OPERATIONS AND MILITARY SUPPORT

This section supervises and coordinates all matters pertaining to physical security of armories and storage facilities, conducts inspections of armories and arms vaults, and provides guidance to units on physical security procedures.

Develops, analyzes, and updates the Governor's annual MONG drug enforcement support plan. Advises State Highway Patrol and federal agencies concerning MONG resources and capabilities to successfully support drug enforcement operations. Coordinates the use of aircraft, vehicles, special equipment, and personnel required for drug enforcement support. Responsible for coordinating training of personnel that participate in drug enforcement operations. Coordinates with other states and federal agencies to augment drug eradication and interdiction support operations. Monitors expenditures and assesses the mission to determine the scope and impact on MONG resources and capabilities.

Develops plans for potential civil disturbances; prison, nuclear power plant, and other state emergencies. Plans and

conducts civil disturbance training for junior leaders of the Missouri National Guard.

Coordinates military personnel and equipment in support of military assistance to local authorities when the Governor declares an emergency.

Develops plans for preparation to support civil authorities in the reconstitution of the state following a nuclear attack. The plan coordinates the support activities of all the military services and their reserve components, as well as designated agencies and specified civilian task force groups.

Maintains current contingency plans by continuous liaison with the active military services, their reserve components, and the civil authorities of the state, county, and local political subdivisions. The plans are developed, exercised, and revised as appropriate. This is necessary to ensure the plans are realistic and current.

Responsible for the efficient operation of the Emergency Operations Center (EOC) in the Adjutant General's Office. The EOC, utilizing its many facilities, provides the required command, control, and logistical support to forces involved in operations.

Maintains an operationally responsive force capable of performing the wide variety of missions that could be assigned, the section provides many special emphasis training programs, briefings, and seminars.

Responsible for the Telecommunications Security Program. This program deals with both hardware and software encoding and decoding equipment, and the associated administration and security responsibilities. Also assigned are similar responsibilities relating to the Information Security Program (Document Security) and the State Operations Security Programs.

Supervises the functioning of a statewide radio network linking designated units and this headquarters. The system is utilized daily for administration and management during operations for command, control, and support to the forces involved.

MOBILIZATION READINESS SECTION

Develops plans and coordinates preparations for mobilization and deployment of Army National Guard units. Analyses FORSCOM Mobilization and Deployment Planning System to ensure compliance with mobilization requirements. Schedules and monitors mobilization exercises for units and Headquarters, State Area Command (STARC). Accesses and reports mobilization readiness status of units.

Manages and coordinates the Army CAPSTONE Program. Ensures that state ARNG units are identified with their CAPSTONE headquarters to include active component and reserve component, both upward and downward traces. Operates the World Wide Military Command and Control System computer to retrieve mobilization and deployment data.

Monitors readiness status of state ARNG units, analyses unit readiness posture, and recommends methods to improve readiness. Assists in developing corrective action plans for units not meeting combat readiness standards.

A Status of Resources and Training Report is submitted on a quarterly basis by each mobilization entity. This report is processed through this office to the National Guard Bureau (NGB) and the Joint Chiefs of Staff. This report describes the total combat readiness posture of each unit. The data included in this report is used by NGB and DA to measure overall readiness of the total force and make command decisions.

Manages the Force Structure Program to include actions for activation, inactivation, designations, redesignations, organizations, reorganizations, conversions, etc. Provides force structure input to the state long range plan. Develops the state Force Integration Plan. Integrates new doctrine, equipment, and changes to organizational design with emphasis on minimum degradation to readiness. Arranges for new equipment training.

MILITARY ACADEMY

A state Officer Candidate School (OCS) was instituted in 1962 and has provided the majority of new lieutenants for the Army National Guard of the state. Since inception, the OCS has graduated 825 Second Lieutenants. The U.S. Army Infantry School provides instructional materials for the course. The OCS program for Missouri Army National Guard parallels that conducted by the active Army, requiring strict discipline, academic proficiency, and leadership development.

The State Military Academy conducts courses in the Noncommissioned Officers Education System for its enlisted personnel of the MOARNG. The courses include a First Sergeant Course for enlisted members in grades SFC (E7) and MSG (E8); Phase I and II Advanced NCO Course for soldiers in the grade of E7, Phase I and II Basic NCO Course for soldiers in the grade of SSG (E6) and Primary Leadership Development Course for SGT (E5) and SPC (E4). The NCO Schools Program of Instruction is prescribed by the U.S. Army Training and Doctrine Command.

The Military Academy is the focal point for the NCO Development Program, a formal program for continued NCO training and development at the unit level.

The Military Academy is the Adjutant General's proponent for individual training as well as other leadership-oriented courses,

to include a "Tactical Leaders Course" for officers/noncommissioned officers and a Company Level Pre Command Course of officers who will fill company command positions on an annual basis.

MISSOURI AVIATION CLASSIFICATION AND REPAIR ACTIVITY DEPOT

The Missouri Aviation Classification and Repair Activity Depot (MO-AVCRAD) located on the Springfield Regional Airport in Springfield, Missouri, has a multi-state aviation maintenance mission and maintains National Guard aircraft for a 14 state area. The facility employs 132 personnel and supports the states of Arkansas, Illinois, Indiana, Iowa, Kansas, Missouri, Michigan, Minnesota, Nebraska, North Dakota, Oklahoma, South Dakota, Texas, and Wisconsin. The MO-AVCRAD mission comprises General Support/AVIM maintenance and backup Direct Support/AVUM plus limited Depot support maintenance for approximately 700 aircraft. Additional project work includes configuration control for ARNG aircraft, weight and balance of aircraft, maintenance by mobile teams, the repairables exchange program, and the aircraft intensively managed items program.

The MO-AVCRAD was established in September 1961 to ensure a mobilization ready unit, well-trained in aviation maintenance. The shop's work load was controlled by the active Army until 1971 when the National Guard assumed responsibility for general support aircraft maintenance. There are four AVCRAD units in the nation, located in Groton, CT; Fresno, CA; Gulfport, MS; and Springfield, MO. Together the four AVCRADS have the responsibility for the entire ARNG general support/limited Depot aircraft maintenance for the nation's fleet of National Guard aircraft.

The Missouri AVCRAD plays a vital role in ARNG aviation maintenance. All employees are required to belong to either the AVCRAD (1107th) or AVCRAD (Springfield) National Guard units for the purpose of mobilization.

Production accomplished at the MO-AVCRAD during Fiscal Year 1990 consisted of 86 aircraft repaired, 6676 components repaired, and 80 repair missions accomplished by mobile maintenance teams.

The MO-AVCRAD also operates a Modular Engine Test Stand which has been operational since 1976. During FY 90, 48 aircraft turbine engines were tested on the stand.

DIRECTOR OF INFORMATION MANAGEMENT

The Director of Information Management serves as the principal staff officer of the Army National Guard for Information Management. This position is located in the State Area Command Headquarters.

MAJOR DUTIES:

(1) Serves as the principal staff officer for ARNG Information Management (IM) and its supporting disciplines. Represents the Adjutant General in all matters pertaining to IM with senior officials of state agencies, other states, the National Guard Bureau (NGB), IM equipment manufacturers, other federal agencies, and senior IM business executives. Outlines the direction of the evolving IM process. Identifies problems and specific issues in the broad subject area of IM. Develops policies, programs, and procedures to integrate statewide IM functions and organizational activities.

(2) Designs and implements long and short term IM plans.

(3) Defines IM requirements and provides training to meet IM objectives.

(4) Serves as the principal advisor to the AG on automation security.

(5) Provides technological assistance to users through establishment of an Information Center.

(6) Guides statewide IM development in conformance with the NGB and Department of the Army.

(7) Analyzes telecommunication requirements, and designs and implements telecommunication systems to meet requirements.

(8) Analyzes organizational informational processes, composition, and functions for departments of the ARNG and develops solutions for management changes.

(9) Provides computer training, ranging from the introductory level to user unique training.

ENLISTED MILITARY PERSONNEL ADVISOR

The individual serves as the Senior Enlisted Advisor for the MOARNG to the Adjutant General. He is commonly known as the State Command Sergeant Major (CSM). The CSM is responsible to the Adjutant General and his staff in a variety of matters pertaining to policies and actions for enlisted personnel. He also performs a variety of duties necessary for efficient operations and the achievement and maintenance of readiness of MOARNG personnel.

FACILITIES DIVISION

Sixty-three Missouri communities utilize more than 480 armories, hangars, maintenance shops, vehicle storage structures, warehouses, and other special purpose buildings constructed and

operated through joint federal and state ventures.

In FY 89, four major construction projects were funded and construction started. They include armories at Boonville, Festus, and Monett, and a new USPFO at Jefferson City. The armories are scheduled for completion in the spring of 1991, and the USPFO facility in the summer of 1990.

For FY 90, two projects have been funded and construction should begin in the spring of 1990. They are a new armory at Aurora and a new Regional Training Site - Maintenance facility at the Algoa Training Site, Jefferson City.

Also architectural design has been authorized for a new STARC Headquarters/AGO/E.O.C. Office, a Combined Support Maintenance Shop, an Organizational Maintenance Shop, a USPFO Warehouse, and a Military Educational Facility. All of these facilities will be located on the Algoa Training Site, east of Jefferson City. Three armories are also approved for design. They are located at Whiteman AFB, Poplar Bluff, and Columbia. Construction funds are programmed for FY 92.

Jefferson Barracks, home for four Air National Guard (ANG) and seven Army National Guard (ARNG) units, is located in southeast St. Louis county overlooking the Mississippi River. The "Barracks" includes 46 buildings and structures located on the 135 acres of land. The entire complex is state property, leased to the federal government and licensed back to the state for use by the Missouri Army and Air National Guard. In addition to buildings, support facilities include 56,000 square yards of roads, 14,000 square yards of paved parking, and approximately 10,000 linear feet of security fencing.

Camp Clark is a state operated training site located on 1,287 acres of land near Nevada, Missouri. It contains approximately 260 buildings which are used by various types of military units. Nearly half of the real estate is licensed from the Federal Government, and the remaining half is owned by the State. A significant number of maintenance and repair projects were completed during FY 89 as well as the construction of a new fire station.

Camp Crowder is a licensed training site located on approximately 4,600 acres near Neosho, Missouri. It contains six buildings used for specialized National Guard field training exercises.

In FY 89, a new classroom building was constructed as well as a major renovation to two buildings to be used for training and an emergency operation center.

Designs have also been completed on three new facilities. They are a new Post Headquarters/Engineer building with proposed construction in the summer of 1990; a Battalion Headquarters/

Classroom and a Troop Medical Clinic with proposed construction in FY 92.

In FY 90, designs should be started for a new barracks complex with planned construction in FY 93.

FINANCIAL MANAGEMENT OFFICE (STATE)

Responsible for overall administration and policy direction of the State Division of The Adjutant General operational budgetary programs, providing a wide variety of state support type activities which include: budget development, personnel management, communication analysis, and state property accountability. Also responsible for the monitoring of state support operations of the division to ensure compliance with state administrative policies, financial procedures, and audit requirements. Acts as liaison for the Division for state operational matters with the Department of Public Safety and the Office of Administration. Serves as Service Contract Administrator for Federal/State Operational Service Agreement Programs.

Some of the principal functions assumed by the State Financial Management Office include: analysis, preparation, and review of the Division's state operational budget; preparation of staff reports including recommendations; conferring with division chiefs on administrative and procedural problems; maintenance of state employee personnel files and payroll records; state employee assistance program; state employee recruitment responses; and purchasing supplies, services, and equipment necessary to operate and maintain the Missouri National Guard state facilities.

The Financial Management Office (State) is also responsible for the procurement of supplies and the pay of personnel performing State Active Duty. The Missouri National Guard was not called to State Active Duty during FY 90.

State appropriations for the military division in FY 90 supported the operation of six separate programs: Office of the Adjutant General Administration, Field Support, Contract Services, Air Search and Rescue, Armory Revolving Fund, and Governor's National Guard Emergency Account. The following financial summary details FY 90 operational program appropriations and expenditures from programs noted:

FY 90 STATE APPROPRIATION AND EXPENDITURE SUMMARY

	<u>APPROP(1)</u>	<u>GOVERNORS WITHOLDING</u>	<u>NET APPROP</u>	<u>EXPENDITURE</u>
ADMINISTRATION				
Personal Svcs	976,390	38,063	938,327	932,175
Exp & Equip	154,260	0	154,260	154,226
FIELD SUPPORT				
Personal Svcs	663,447	31,903	631,544	627,556
Exp & Equip	534,146	0	534,146	534,120
Fuel & Util	836,196	0	836,196	836,196
AIR SEARCH AND RESCUE				
Exp & Equip	7,310	0	7,310	7,310
CONTRACT SERVICES				
Personal Svc	394,229	27,862	366,367	364,035
Exp & Equip	339,326	0	339,326	339,326
TOTAL	3,905,304	97,828	3,807,476	3,794,944
OTHER SUPPORT				
C/S P/S (Fed)	3,578,427 (2)	0	3,578,427	3,224,021
AG Revolving	31,621	0	31,621	31,621
Emergency Duty	150,000 (3)	0	150,000	96,000

(1) Appropriations listed are State General Revenue unless noted.

(2) Amount appropriated by the state, but not necessarily the actual amount of federal funding available.

(3) The Governor's Emergency Appropriation is controlled by the Office of the Chief Executive. Funds are released only to support National Guard State Active Duty requirements. Unused funds lapse to General Revenue.

PUBLIC AFFAIRS OFFICE

The Public Affairs Office advises and assists the Adjutant General and assigned Army and Air National Guard units in internal information, media relations, and community relations efforts. The office supervises production of the Missouri National Guard's monthly federally funded newspaper, the Bear Facts. It also coordinates activities of a 13 member Army Guard public affairs detachment. The office also coordinates with public affairs personnel assigned to Air National Guard units in the state.

In fiscal 1990 public affairs personnel assisted with U.S. Department of Defense public affairs activities in the Virgin Islands following Hurricane Hugo; covered U.S. activities on the

island of Jamaica; and responded to heavy media interest in the Missouri Guard's role in Operation Just Cause in Panama, in marijuana interdiction efforts with the Highway Patrol, and in earthquake response planning.

SAFETY BRANCH

The Safety Branch is directed by the Safety and Occupational Health Manager and administers the general Safety and Health Program for all activities of the Missouri Army National Guard, except aviation flying safety. The mission of the Safety Branch is to reduce the number of personal injury and property damage accidents and to ensure that all members of the Missouri Army National Guard are provided with a safe and healthful work and training place. All full-time support personnel of the Army National Guard are protected under the provisions of Public Law 91-596 (OSHA Act), Executive Order 12196, and 29 Code of Federal Regulations, Part 1960.

During Fiscal Year 1990, there was a 14% reduction in the total number of personal injury and motor vehicle accidents reported. The significant reduction was due to increased emphasis by the Adjutant General and staff on safety matters.

Work and training place safety inspections were continued, including the testing and certification of new indoor firing ranges. All new construction and renovation plans were reviewed for compliance with safety and fire protection codes. The new USPFO building was given a thorough compliance inspection and few recommendations were needed.

Special emphasis programs for Risk Assessment, Safe-Guard 90 (Annual Training Safety), and "Buckle Up for Safety" were implemented or continued.

The Missouri Army National Guard continues to maintain an accident rate lower than the national average.

SENIOR ARMY ADVISER

United States Army personnel are assigned as advisers to the MOARNG under provisions of Federal law.

The primary objective of the adviser effort is to promote the training effectiveness and mobilization readiness of the Army National Guard. The adviser represents and acts as spokesman for the active Army for military matters that are of interest to the Missouri Army National Guard. The adviser serves in a full-time capacity and is responsible for assisting and advising commanders and staffs of designated Army National Guard units. The Senior Army Adviser serves as military adviser to the Missouri Adjutant General and is the direct liaison between the Adjutant General and Commander, Fifth United States Army, Fort Sam Houston, Texas.

Adviser personnel are not granted the authority to direct military personnel or units within the National Guard. Their presence is intended primarily to enhance the unit's successful accomplishment of assigned missions. Unit commanders retain the responsibility for combat preparedness and the judicious management of their authorized personnel and materiel resources.

The staff of the Senior Army Adviser is one officer, nine noncommissioned officers, and one Department of the Army civilian.

STAFF JUDGE ADVOCATE

The Staff Judge Advocate provides full-time professional legal support to the Adjutant General, staff elements of both the Missouri Army and Air National Guard and commanders, as well as the United States Property and Fiscal Officer and his staff.

Significant duties and responsibilities include providing professional legal advice and opinions on issues arising from federal laws and regulations or concerning the federal mission of the National Guard; preparation of litigation reports, briefs, pleadings, and other papers associated with civil litigation involving federal interests and aspects of the National Guard; legal reviews of contracts, agreements, procurement actions, and other administrative determinations and proceedings for legal sufficiency.

The Staff Judge Advocate has primary responsibility for all claims matters against and in favor of the Government. In fiscal year 1990, 65 claim actions were processed. Of these, 57 concerned activities of the Missouri Army National Guard and 8 concerned activities of the Missouri Air National Guard. Fifty-six were claims against the government and 9 were in favor of the government. Twelve concerned federal military technicians and/or soldiers/airmen on Active Guard/Reserve duty under Title 32 of the United States Code. Forty-five concerned soldiers/airmen on training under Title 3 of the United States Code. The remaining 8 concerned state employees or were claims in favor of the State. No claims concerned activities during State Emergency Duty. Two claims concerned recovery in favor of the Government under the Federal Medical Care Recovery Act; 13 were claims under the Military Personnel and Civilian Claims Act; and the remainder were processed under the Federal Tort Claims Act or the Federal and Military Drivers Act. Forty-five concerned motor vehicle accidents.

The Staff Judge Advocate is also the Ombudsman for the Missouri Committee for Employer Support of the Guard and Reserve. In this capacity, the SJA provides informal assistance and advice to service members of all branches of the Reserve Components concerning issues arising under the Veterans' Reemployment Rights Act (38 U.S.C. 2021, et seq.) and under state law (Sections 105.270 and 40.490, RSMo 1986), as well as to employers. A total

of 202 inquiries were handled during fiscal year 1990. Of those, over half concerned denial of time off for inactive and active duty training. Twenty-eight concerned members who were denied reemployment on return from duty or who were terminated because of military membership. Matters which could not be informally resolved were referred to the United States Department of Labor, Veterans Employment and Training Service, for investigation under the law. Thirty-nine inquiries were information requests concerning federal or state law. The remainder concerned scheduling and overtime, voluntary duty, promotion, and harassment. Only five inquiries were received from temporary employees who have no job rights under the law.

STATE ARMY AVIATION OFFICE

GENERAL

Army Aviation within the Missouri Army National Guard utilizes the basic concept of centralized control and decentralized operations. In consonance with this concept, aviation assets are consolidated for the conduct of training, operations, and maintenance.

ORGANIZATION

The Missouri Army National Guard Aviation Program is dedicated to improving the professional qualifications of individual crewmembers and operational readiness of the various aviation units throughout the state. Continued and constant emphasis on aviation safety has resulted in a zero accident rate for the past several years.

FUNCTIONS

The State Army Aviation Officer's responsibilities include:

1. Supervision of two Army Aviation Support Facilities (AASF) and one Army Aviation Flight Activity (AAFA).
2. Staff coordination with the National Guard Bureau and other State/Federal agencies in all matters pertaining to aviation operation, training, maintenance, and safety.
3. Coordination of joint use of Army Aviation assets by the various Army National Guard units in the State.
4. Preparation and coordination of operating budgets required to support the Army Aviation Program.
5. Ensuring that Army National Guard aircraft are used exclusively for official purposes.

OPERATIONS

Army Aviation units are supported on a full-time basis by two Army Aviation Support Facilities and one Army Aviation Flight Activity. These installations are named and located as follows:

1. Jefferson City Army Aviation Support Facility - Jefferson City Memorial Airport.
2. Whiteman Army Aviation Support Facility - Whiteman AFB.
3. Springfield Army Aviation Flight Activity - Springfield Regional Airport.

These installations are organized to provide centralized control and operation of aviation assets. They provide day-to-day maintenance and modifications of aircraft and allied equipment consistent with authorizations established by Department of Army and National Guard Bureau. Each aviation installation is staffed with personnel for the purpose of conducting individual crewmember training and maintenance of assigned aircraft and related ground support equipment. Current manning criteria requires 128 full-time Federal technicians, but funding support and manpower constraints authorize only 97 personnel, or 75.8% of the required force (Re: current employment data SPMO Report as of 12-29-90).

STATUS OF FACILITIES

Within recent years, an expanded building program has resulted in Missouri Army National Guard aviation facilities which are among the best in the nation. The construction costs of these facilities are provided from Federal funds, with design and construction supervision provided by the State of Missouri.

a. Whiteman AFB AASF is the only Missouri Army National Guard installation located on an active military base. The facility was completed in January 1978 at a cost of \$1.2 million. This AASF supports 1st Bn 135th Avn, an attack helicopter battalion, which is located in nearby Warrensburg.

b. Springfield AAFA is co-located with the Missouri Aviation Classification Repair Activity Depot (AVCRAD) at Springfield Regional Airport. This model facility was completed in February 1981 at a cost of \$4.2 million and is recognized as the most modern and functional aviation facility in the United States. Support units include: AVCRAD (1107th), HHD 3d Bn 135th Avn and Co G 135th Avn, and AVCRAD (Springfield).

c. Jefferson City AASF is located in a modern \$1.8 million building on Jefferson City Memorial Airport. This facility was completed and occupied in November 1982. It is located on property donated by the City of Jefferson and is situated on a site that has been filled and elevated above the flood plain. Supported units at this facility include: HQ STARC, 1267th

Medical Company, 455th, 456th, 457th, and 458th CECATS, and the 635th Aviation Group Headquarters.

AIRCRAFT ASSETS

The current aircraft fleet consists of 56 turbine powered helicopters and four twin engine, piston powered airplanes, which are stationed as follows:

	<u>UH-1</u>	<u>OH-58</u>	<u>AH-1</u>	<u>C-7</u>	<u>U-8</u>
Whiteman AFB	3	13	15		
Springfield	4	2		2	2
Jefferson City	<u>16</u>	<u>3</u>	<u> </u>	<u> </u>	<u> </u>
	23	18	15	2	2

AVIATION TRAINING

Missouri Army National Guard aircrews must meet the same training requirements as their active Army counterparts. Some of the increased requirements during the past year included qualification of aviators and maintenance personnel in the AH-1 Cobra aircraft and weapons systems, training aviators to fly with night vision goggles, and aircrew training in high altitude, mountainous terrain. To enable us to accomplish the training requirements, National Guard Bureau allocates an annual flying hour program. No state funds are allocated or expended to support this program.

ANNUAL FLYING HOUR PROGRAM

As stated Missouri Army National Guard aviators must meet the same training requirements as their active Army counterparts. To accomplish the required training, National Guard Bureau allocates an annual flying hour program to each State, based on the number of aircraft and aviators assigned. Programmed flying time for Fiscal Year 1990 (1 Oct 89 - 30 Sep 90) was 13,172 hours.

STATE MAINTENANCE OFFICE

Unit, direct support, and general support maintenance is performed on all surface equipment issued to the MOARNG at 16 facilities. There are 197 full-time Civil Service technicians on board to man these facilities.

Included in these facilities are 15 Organizational Maintenance Shops (OMS) and one Combined Support Maintenance Shop (CSMS):

OMS #1	Raytown
OMS #2	Jefferson Barracks
OMS #3	Cape Girardeau
OMS #4	Poplar Bluff

OMS #5	Rolla
OMS #6	St. Joseph
OMS #7	Marshall
OMS #8	Mexico
OMS #9	Jefferson City
OMS #10.	Jefferson Barracks
OMS #11.	Springfield
OMS #12.	Harrisonville
OMS #13.	Neosho
OMS #14.	Trenton
Unit Training Equipment Site	Nevada
Combined Support Maintenance Shop.	Jefferson City

The OMSs provide backup unit maintenance beyond the capability of using units. They maintain units' combat load of repair parts. They also serve as concentration points for equipment to be sent back to higher category maintenance facilities. These shops have 128 technicians on board.

The CSMS performs direct and general support maintenance that is beyond the capability of using units and Organizational Maintenance Shops. This shop has 69 technicians on board.

COMBINED SUPPORT MAINTENANCE SHOP

The Combined Support Maintenance Shop (CSMS) performs the highest level of maintenance tasks on Missouri Army National Guard surface equipment. The facility's highly trained technicians have the required tools and test equipment to perform Direct Support and limited General Support Maintenance. Equipment beyond CSMS capability must be sent to a depot activity for repair. Specific missions of the CSMS include:

1. Repair and return to using units/Organizational Maintenance Shops or stock all items of ordnance, engineer, signal, chemical, quartermaster, and transportation equipment which require support maintenance.
2. Provide calibration service for test, measurement and diagnostic equipment.
3. Provide technical assistance and instructional teams to units.

During CY 90 the CSMS performed a total of 3,893 maintenance jobs on various types of equipment. Each separate job received a thorough inspection to determine the scope of repairs and parts required. During the repair process inspectors frequently checked the quality of repairs being performed. Prior to items of equipment leaving the shop the items passed a final inspection which encompassed a functional test.

Special events during FY 90 in the maintenance area:

1. The MOARNG ended FY 90 with an equipment operational readiness rate of 92 percent.

2. The Surface Maintenance Managers expended \$50,000 on travel to repair equipment throughout the state. The SMMO also manages approximately a \$3 million repair parts budget and expended \$13,500 on maintenance training.

SUPPORT PERSONNEL MANAGEMENT OFFICE

This office provides central personnel administration and management services for all ARNG and ANG full-time support personnel.

Technician personnel are employed under the provisions of Title 32, Section 709, United States Code, and Active Guard Reserve (AGR) personnel are employed under Title 32, Section 502f, United States Code. There are several types of AGR personnel: AGR-FTM (additive unit support positions), Readiness Support, and Full-Time Recruiting and/or Retention Force (FTRF).

Full-time support personnel (FTSP) authorized are as follows:

	MOARNG	MOANG		
Technicians	673	527	=	1200
Active Guard/Reserve	543	168	=	711
TOTAL	1216	695	=	1911

The Support Personnel Management Office (SPMO) is composed of two major branches, the Personnel Management Branch and the Special Actions Branch. Each of these two branches are further divided into several sections. Responsibilities for each branch and subsequent sections are as follows:

PERSONNEL MANAGEMENT BRANCH. This branch provides technical and administrative support in the personnel arena for assigned federal technicians (military and civilian) as well as AGR employees for both the Army and Air National Guard of Missouri. It provides The Adjutant General, his staff, managers, and supervisors and the SPMO with technical assistance in areas of FTSP personnel administration to include funding and manpower allocations; developing and administering technician personnel policies and programs; and administering legal, regulatory, and procedural controls affecting FTSP personnel. The Personnel Management Branch is composed of three sections which are as follows:

1. **POSITION CLASSIFICATION/POSITION MANAGEMENT.** Provides advice and technical assistance for all FTSP positions in the following areas:

- Accuracy and appropriateness of position descriptions

- Appropriate classification of positions within the organization
- Classification appeals
- Management of personnel resources
- Management of positions for Personnel Data System - Civilian (PDS-C)

2. PERSONNEL STAFFING (SPM-ST). Provides advice and technical assistance in the following areas:

- Administration of the State Merit Placement Plan (i.e. advertising and filling Technician/AGR positions, determining qualifications, certifying eligibles, etc.)
- Application Evaluation
- Merit Placement panels
- Military Compatibility
- Technician/AGR Vacancy Announcements
- Retained Grade/Pay
- Restoration After Military Service
- Obligated Positions
- Priority Placement
- Immigration Reform and Control Act
- Selective Service Registration as a Condition of Federal Employment
- Reduction in Force
- Special Appointing Authority for Competitive Hire
- Merit Promotion and Placement Plan
- Conduct Supervisory Training
- Permanent Change of Station
- Federal Equal Opportunity Recruitment Program
- Career Development Programs
- Selection/Nomination Boards
- Tour Continuation Boards
- Military Orders
- Weigh-In
- Military Education Requirements
- Monitor Compliance with Military Education Program

3. EMPLOYEE DEVELOPMENT. Provides advice and technical assistance in the following areas:

- Identification of training requirements for all FTSP employees
- Manage Technician Training Budget
- Procurement of training resources to include funding, training facilities, equipment/materials, and student housing
- Design, develop, conduct, and evaluate training events
- Manage Supervisor Training curricula and implementation
- Control training library
- FTSP consultant for employee self development training programs
- Manager/Supervisor consultant for their employee Individual Development Plans
- Manage Professional Education Center Training Program

SPECIAL ACTIONS BRANCH. This branch provides technical and administrative support in the personnel arena for assigned federal technicians (military and civilian) as well as AGR employees for both the Army and Air National Guard of Missouri. It provides the Adjutant General, his staff, managers, and supervisors and the SPMO technical assistance in the areas of personnel data systems, equal employment opportunity, labor relations services, employee relations, and employee services. The Special Actions Branch is composed of four sections which are as follows:

1. LABOR MANAGEMENT RELATIONS. The primary purpose of the Labor Management Relations section is to provide comprehensive labor relations services within the state in contract negotiations, contract administration, and administrative proceedings. Functions in the area of contract negotiations include consulting with all levels of management to develop agency policies on and positions for negotiations, and provide advice on developing management proposals and strategies, as well as, determining when union proposals may be nonnegotiable under federal laws. The area of contract administration entails advising management on the daily administration of the collective bargaining agreement, interpreting the intent of the contractual language, attempting to resolve problems that arise over application of contract provisions, and meeting with union representatives during the life of the contract to negotiate the impact of new programs and policies. Responsibilities under administrative proceedings involve developing and representing the state's position in proceedings such as unfair practice charges and complaints, grievance proceedings and arbitration. The National Association of Government Employees is the exclusive representative for technicians in the bargaining unit, with one local for the Air National Guard and one local covering Army National Guard technicians throughout the state.

2. DATA MANAGEMENT. Manages the overall NGPDS-C and TPMIS operations and provides technical systems control for computer systems in the SPMO.

3. EMPLOYEE SERVICES. Maintains central library of publications relating to technician personnel administration; processes personnel actions and initiates actions on step increases, retirements, and other actions; advises employees and supervisors of employee benefits such as insurance, leave, retirement, death, and disability. Establishes rate of pay, and establishes and maintains Employee Performance Files, Official Personnel Folders, and Employee Medical Files for each technician. Responsible for the performance appraisal and workers' compensation programs. Provides advice, technical assistance in the following areas:

- Technician conduct, rights, and responsibilities
- Disciplinary and Adverse Actions (other than "for cause")
- Environmental Differential and Hazardous Duty Pay

- Performance and Incentive Awards
- Suggestions

4. **EQUAL EMPLOYMENT OPPORTUNITY.** This office is responsible for all Equal Employment Opportunity (EEO) programs. Advises the Adjutant General, the Support Personnel Management Officer, and managers on administering laws, policies, and regulations designed to overcome and prevent discrimination. Provides equal opportunity guidance to employees and applicants to the Missouri National Guard. Manages the following equal employment and human relations programs:

- Employee Assistance Program (EAP)
- Affirmative Employment
- Federal Equal Opportunity Recruitment Program
- Special Emphasis Programs (i.e., Hispanic Employment, Federal Women, American Indian, Black Employment Programs, Handicapped/Disabled Veteran Hiring Programs, Summer Youth Employment, and Camp Wonderland)
- Education training in EAP, EEO, and Affirmative Employment programs for FTSP managers and employees

THE UNITED STATES PROPERTY AND FISCAL OFFICER

The Office of the United States Property and Fiscal Officer (USPFO) for Missouri, located at Jefferson City, Missouri, is the principal fiscal and logistical agency of the Missouri National Guard. This activity is charged with the management of, and accountability for, all federal funds and property of the United States provided the Missouri National Guard. This office currently administers an Army National Guard operational budget of over \$145 million, maintains an ARNG equipment inventory valued in excess of \$389 million, and an Air National Guard operational budget of over \$46 million.

Management of the Army resources is accomplished through five operating entities: Logistics, Resource Management, Analysis and Internal Review, Purchasing and Contracting, and the Data Processing Installation. Management of Air National Guard is accomplished by an Assistant USPFO at each Air Base.

Employees of the USPFO are federal technicians or active duty personnel authorized to advise and assist the Adjutant General in the execution of approved plans, policies, and programs; provide day-to-day logistical and fiscal support for all ARNG units and organizations; prepare appropriate fiscal support for all ARNG units and organizations; prepare appropriate portions of state-level plans for the operational employment of ARNG units in the event of state or local emergencies and for federal mobilization.

The federal technicians employed in the USPFO Office are allocated to the state by the Chief, National Guard Bureau. The current work force includes over 100 technicians.

The Contracting Division supports both Army and Air National Guard requirements. The Division continues to emphasize procuring in a timely manner and ensuring that completion is used to the maximum.

The Resource Management Division has placed emphasis on the controls and procedures to pay all troops in a timely manner. This includes inactive duty training and annual training pay. Payment for short tours of duty is processed within three days of completion of duty. Added emphasis has also been placed on bonus and incapacitation pay.

Even though an Analysis and Internal Review System was in being, the program continues to be enhanced through professional auditor training. Emphasis is being placed on areas of management effectiveness, with a joint application to Army and Air National Guard activities. The Analysis and Internal Review Division serves as a focal point for outside audit agencies such as Defense Audit Services, Government Accounting Office, as well as the U. S. Army Audit Agency and Department of the Army Inspector General.

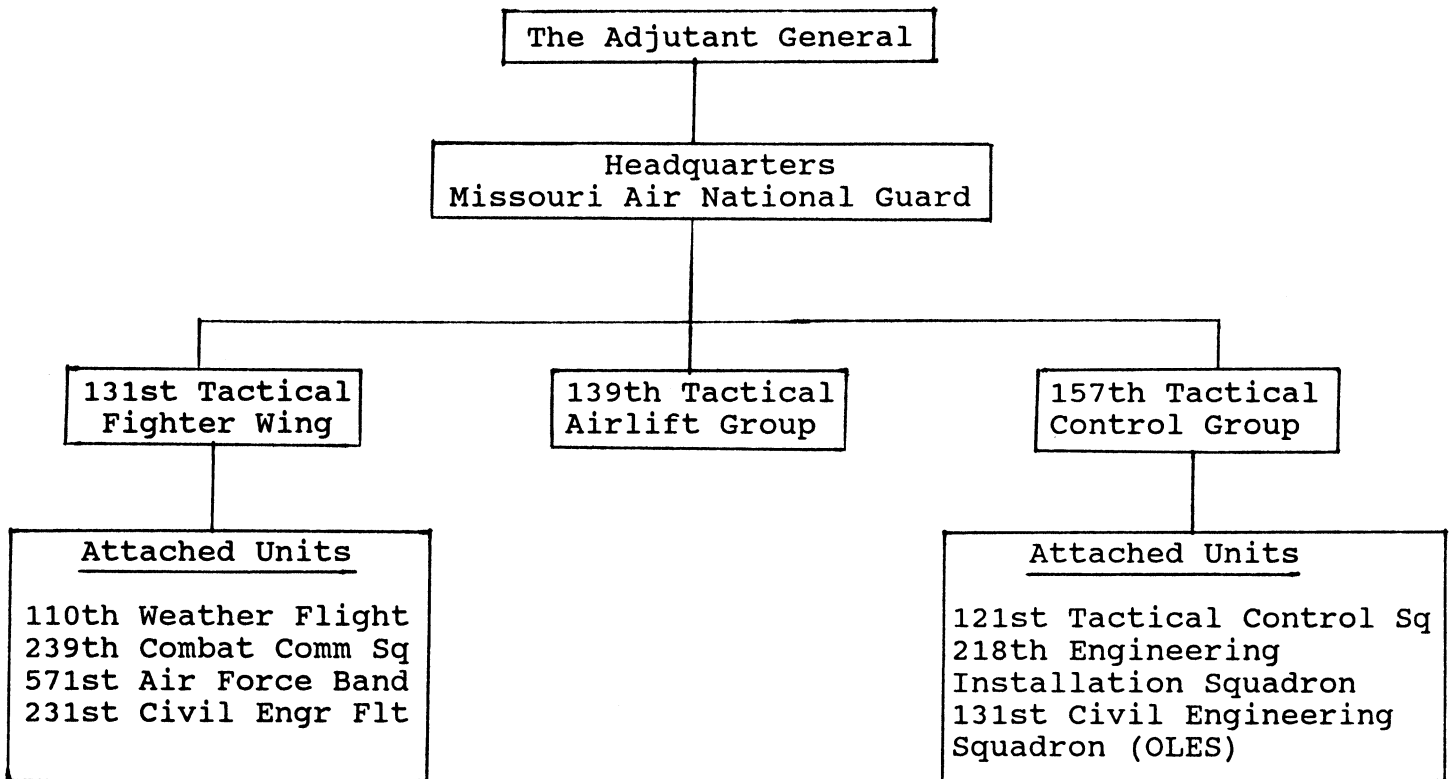
An ever increasing emphasis on readiness of the National Guard will provide numerous challenges affecting the organization and functions of the USPFO, the training of personnel, and will necessitate constant vigilance in the allocation of resources to effectively accomplish state and federal objectives.

Logistical support of the Army National Guard continues with increased emphasis being placed on management of excesses and updating equipment to enhance readiness. Each unit has been issued a Prescribed Load of repair parts and a vehicle to transport it on. We have purchased camouflage systems for all units. This will enhance the ability of units to remain undetected in combat.

The Data Processing Installation and Telecommunications Center continue to provide services in support of federal and state requirements. Additional programming support was authorized to assist with the development and transition to new computer systems. Enhancements to electronic transfer of processed information are being studied, purchased and utilized to continue to provide meaningful, timely and accurate reports to management and the individual soldier.

MISSOURI AIR NATIONAL GUARD

ORGANIZATIONAL CHART



Missouri has three Air National Guard Bases. Headquarters 131st Tactical Fighter Wing and assigned units are located at Lambert Field, St. Louis. The 139th Tactical Airlift Group and assigned units are located in St. Joseph, at Rosecrans Field. Headquarters, 157th Tactical Control Group and attached units are at Jefferson Barracks. Missouri Air National Guard units provide personnel and equipment in support of four major Air Force Commands: Tactical Air Command, Military Airlift Command, the Air Force Communications Command, and United States Air Forces Europe.

CONSTRUCTION/FACILITIES

Jefferson Barracks, home of Headquarters Missouri Air National Guard, four Air National Guard (ANG) units, the National Guard Bureau's Central Classification Activity, seven Army National Guard (ARNG) units, and one Navy unit, is located in southeast St. Louis county over-looking the Mississippi River. The "Barracks" includes 46 buildings and structures located on the 135 acres of land. The entire complex is state property, leased to the federal government and licensed back to the state for use by the Missouri Army and Air National Guard. In addition

to buildings, support facilities include 55,623 SY of roads, 14,300 SY of paved parking, and approximately 10,000 LF feet of security fencing.

Air Operations and Maintenance agreement funding for FY 90 was \$473,025, including \$99,425 in state funds and \$373,600 in federal funds. Several ANG projects are in various states of design. The most significant of these is the replacement of porches on buildings 1, 28, 29, and 37; and installation of fire detection/alarm system. In FY 90 the replacement porches were completed on Bldg 28. Multi-million dollar projects for the complete renovation of Bldgs 1, 28, and 37 are in design.

Air National Guard Base at Lambert-St. Louis International Airport is located on 24.93 acres of federally owned land on the south side of Natural Bridge Road, and 23.41 acres of airport land, leased to the federal government by the city of St. Louis, all of which is licensed to the State of Missouri for use by the Missouri Air National Guard. The Real Property consists of 76 facilities. The facilities include 36 buildings (337,525 SF), 55,686 SY of aircraft parking apron, and 99,723 SY of roads, sidewalks, parking lots, and storage yards. The replacement value of the ANG facilities at Lambert (less real estate) has been estimated by NGB/DEO at \$69.8 million.

Major projects completed in the past 12 months include: Add/alter SQ OPS facility (\$3,055,177); munition maintenance facility (\$1,154,639.06).

Major projects in design phase this year include alter engine shop #2; alter avionics/ECM shops; add/alter weapons release/AGE; add/alter dining hall; COMSEC/Crypto vault security modification; equipment stor/insp facility, Cannon-Air-to-Ground Range. Lambert Base Master Plan (currently on hold). Total design funds expended in FY 90 were \$193,875.

Air Operations and Maintenance agreement funding for FY 90 was \$1,157,685.73. Additionally federal repair and preventative maintenance funds in the amount of \$404,357.44 were expended during FY 90 on: emergency replacement of primary distribution transformer (\$23,000); replace 30-ton air conditioner, Bldg #233 (\$17,057); replace south guard shack (\$11,827); construct new weight room, Bldg #1 (\$14,754); replace hangar lights, Bldg #1 (\$9,062).

Future construction will include: add/alter weapons release/AGE shops (\$1,150,000); alter engine shop (\$400,000); alter avionics-ECM shops (\$400,000); add/alter dining hall (\$350,000); construct new entrance, Bldg #31 (\$24,500); repair/replace roofs, Bldgs 110, 115, 209, 233, and 12 (\$263,000); Combat COMM AGE/AUTO maintenance (\$1,600,000); install 50,000 gal POL tank (\$500,000); Base Engineering Maintenance Facility (\$2,000,000); Composite Support Facility (\$300,000).

Rosecrans Air National Guard Base is located on 82.15 acres of land located at Rosecrans Memorial Airport, St. Joseph, Missouri, (54.15 acres owned by the Department of the Air Force, 28 acres leased from the City). Right-of-Way easements total 7.58 acres. Two hundred and seven acres for an aerial drop zone and 4.01 acres for a take-off and landing zone, located at the airport, are leased from the City. Facilities include: 37 buildings (259,473 SF); aviation fuel storage (300,000 gallon capacity); aircraft parking and hangar access taxiways (109,294 SY); electrical distribution system (20,390 LF); and vehicle parking (35,006 SY). Total replacement value is \$43,607,000. Major construction anticipated in the near future includes a Composite Support Facility for the Clinic, Dining Hall, and Security Police (\$2,500,000), Avionics Facility (\$750,000), Aircraft Maintenance Shop (\$220,000), and modifications to the existing Operations and Training Facility (\$1,400,000). Projects completed or near completion consist of installation of fiber-optics basewide communications; install pitless vehicle 60-ton scale with scale house; replace roof on Building #18, Fuel Cell Maintenance Shop; Hazardous Waste Storage Buildings; remove underground fuel storage tanks, aircraft security ramp lighting; base master plan; and an installation restoration program study by the Department of Natural Resources and monitoring system for the NGB. All land and facilities are licensed from the Department of the Air Force to the State of Missouri for Air National Guard purposes at no cost to the state. All costs of the operations are funded by the Federal Government except operations and maintenance of the facilities for which the State of Missouri funded \$180,057 in FY 90 and \$1,408,200 was funded by the Federal Government.

Fort Leonard Wood Air-to-Ground Range (Cannon Range) is located in Pulaski County, Missouri, in the southwest corner of Fort Leonard Wood. The Air National Guard has exclusive use of 305 acres and joint use with the Army of a 2,500 acre safety fan. All land is granted by permit from the Army and licensed to the State of Missouri by the Air Force for use by the Missouri Air National Guard. Facilities presently consists of a range control building (1,565 SF), two observation towers, a helicopter pad (178 SY), as well as an extensive target array including airfield, revetted aircraft, railroads, and bridges, a water well, 35 SY of sidewalk, and 582 LF of security fence. Prime electrical power is provided by Laclede Electric Cooperative by 2.5 miles of overhead distribution lines. The Range is operated by nine full-time personnel and is host to nine units from seven states, flying A-7, A-10, F-4, and A-4 (Marine) aircraft, and UH-1 and Cobra helicopter gunships. Future construction will include an Equipment Storage/Inspection Facility, Cannon Air-to-Ground Range (\$171,450).

GENERAL INFORMATION

131st Tactical Fighter Wing/110th Tactical Fighter Squadron. As part of the total force, the 131 TFW is one of the many Air National Guard and Reserve Units which account for 33 percent of

the total tactical fighter resources of the Tactical Air Command. The squadron continues to maintain its F-4E special capability with the Pave Spike Weapons System which provides precision weapon delivery via laser guided munitions.

The Missouri Air National Guard continues to participate in the special project entitled CORONET EAST. For this project, the 110th was involved in ferrying Egyptian F-4 aircraft to and from Egypt for periodic depot maintenance at Hill AFB, Utah.

Members of the 110th assisted the 157th Tactical Control Group from Jefferson Barracks in the execution of Operation ANGIE, the President's war against drugs in the Bahamas.

During FY 90, the 110th TFS was put to the test by a series of higher headquarters inspections and unit planned deployments. Members successfully rose to each occasion in the unit's proud tradition.

MAJOR EVENTS

Operational Readiness Inspection (ORI) at Volk Combat Readiness Training Center (CRTC), WI/2-10 Oct 89. Inspector General, Headquarters, Twelfth Air Force, conducted an ORI of the 131 TFW. The purpose of the inspection was to evaluate the operational readiness of the 131 TFW. The 131 TFW was tasked to mobilize support equipment, aircraft, and personnel for a simulated deployment to our Checkered Flag base. Twenty-three F-4E aircraft deployed to Volk Field CRTC in response to a simulated Southwest Asian conflict. Taskings were a variety of interdiction, offensive counterair, defensive counterair, and close air support missions. Command and control and ability to survive and operate were evaluated throughout the ORI. The overall ORI rating of the 131 TFW was satisfactory.

Dissimilar Air Combat Tactics (DACT) at McConnell AFB, KS/27 Nov - 8 Dec 89. The 131 TFW deployed three F-4Es and approximately eight personnel to McConnell AFB, KS. The purpose of this mini-deployment was to provide DACT adversary support to the 127 TFS for the RTU syllabus. In addition, the 121 TCS deployed personnel for weapons controller continuation training.

Exercise Combat Hammer at Eglin AFB, FL/15-19 Jan 90. Three 131 TFW F-4Es supported F-111s (27 TFW) by providing budding lasing during weapons systems evaluation program Combat Hammer 90-4. Other non-program sorties were DACT against dissimilar assets available at Eglin AFB.

DACT at Luke AFB, AZ/11-16 Feb 90. Six F-4Es were deployed to provide air-to-air adversary sorties supporting F-15 student training. The 131 TFW proved the F-4 can not only survive against the newer aircraft, but also present significant threat to air-to-air opponents.

Exercise Red Flag at Nellis AFB, NV/3-17 Mar 90. Red Flag is a COMTAC sponsored exercise designed to provide training in a simulated combat environment for U.S. and Allied personnel. The 131 TFW deployed 8 F-4Es and approximately 107 personnel to Nellis AFB, NV, to provide Red Air support (air-to-air) for Red Flag 90-3.

Exercise Quick Force at Savannah CRTC, GA/26-30 Apr 90. The 131 TFW deployed six F-4Es to Quick Force 90-2 - a USCENTCOM sponsored composite force training exercise conducted by 9th Air Force. The 131 TFW tasked missions were primarily Pave Spike budding lasing and Red Air.

The 139th Tactical Airlift Group. The 139th participated in a multitude of worldwide operations in FY 90 to include the first ever three unit Operational Readiness Inspection at Fort Campbell, KY.

Operational deployments included the following exercises or taskings by month during FY 90. JUL89 - Deployed 1 aircraft and 15 personnel to participate in Sentry Buffalo at Cheyenne, WY. AUG89 - Deployed 1 aircraft and 15 personnel to Volk Field, WI, to participate in Sentry Independence. SEP89 - Deployed 8 aircraft and more than 400 personnel to Fort Campbell, KY, to participate in the first ever three unit ORI conducted by HQ MAC Inspector General. The 139 TAG, 136 TAW from Dallas, TX, and the 135 TAG from Baltimore, MD, were brought together to form a composite wing and the overall rating received was Satisfactory. OCT89 - Deployed a total of 18 people in support of Hurricane Hugo on a Puerto Rico rotator. Supported the 118 TAW at Nashville, TN, in their conversion to C-130H aircraft. Fourteen crews participated in Coronet Sentry. NOV/DEC89 - Flew JA/ATT missions in support of 1st Special Forces Group U Tapao, Thailand, and conducted high and low altitude parachute drops. Deployed 1 aircraft and 20 personnel to Volant Oak which turned into Operation Just Cause. Flew a JA/ATT mission in support of Navy Seals in Arizona and conducted high and low altitude parachute drops. Deployed 1 aircraft in support of the USO and traveled with Lee Greenwood to Greenland, England, and Spain. JAN90 - Airlifted MoNG military police to Panama in support of Just Cause. Flew a JA/ATT mission for the Navy Seals in California for high and low altitude parachute drops. FEB90 - Flew change out missions to Panama in support of Just Cause. Supported Hurricane Hugo effort with airlift missions. APR90 - Deployed 1 aircraft and personnel to support Sentry Rodeo. Deployed 1 aircraft with AATTC crew to Canadian Forces Tactical Airlift School for one week. MAY90 - Approximately 300 personnel from the 139th were involved in the MULEX 90 exercise which involved personnel from many different units. JUN90 - Made 2 rotations to Volant Oak at Panama involving 120 personnel and 6 aircraft. The Aerial Port Flight deployed personnel to Yokota, Japan; Andersen AFB, Guam; Elmendorf AFB, AK; and Rhein Mein AB, Germany. The 139th Resource Management Squadron deployed to Rhein Mein AB, Germany, with 125 personnel. During the year the Group flew 2000 local proficiency, tactical airdrop, and

cargo/passenger airlift sorties in FY 90 logging over 10.1 million passenger miles and 1.5 million cargo ton miles in 4351 total flying hours, while extending its 32 year flying safety record to over 121,000 hours of accident free flying.

AATTC The Air National Guard Advanced Airlift Tactics Training Center (AATTC) continues to grow as it scheduled 25 classes for 100 crews from the ANG, AFRES, USMC, USAF and 4 crews from NATO Countries. A total of 84 crews received training from the school in FY 90.

RECRUITING: Recruiting continues to be excellent. We are at 95.6% manned on officers and 100.5% on airmen with an overall manning of 99.8%.

Headquarters, 157th Tactical Control Group and assigned units are located at Jefferson Barracks. Over 1,300 officers and airmen are assigned to this Group in the states of Missouri, Iowa, Kansas, Georgia, Alabama, and Tennessee. The Tactical Control Group mission is to provide command and control for air strikes, reconnaissance, and air-to-air intercepts in a forward battle area. All radar units are equipped with the same type radar equipment. Depending on terrain and altitude, the radars have the capability to "look" in excess of 150 miles. In addition, our units have the capability to interface with the Air Forces' Airborne Warning and Control System. When all systems are netted, it equates to a tremendous surveillance and control capability over a widespread geographical area. Being a Ground Tactical Control System, our units are normally located in close proximity to Army field forces. Each radar unit is autonomous and has organic communications, vehicles, generators, life support, medical, and field kitchens for independent and sustained operations. Units are capable of being operational and controlling aircraft or providing surveillance within hours of arriving at their tactical field site. The Air National Guard provides approximately 65 percent of the total Air Force Ground Tactical Air Control System capability.

During FY 90, two units of the Group completed demanding Operational Readiness Inspections successfully. Two units deployed to Norway for a NATO Exercise and six units, including the 121 TCS, were deployed to the Caribbean area in a drug interdiction role. Drug Interdiction efforts will continue. In FY 91, four subordinate units of the 157 TCG will deploy to Norway or Denmark for major NATO exercises and each radar unit can expect one drug interdiction deployments. Many personnel assigned to the headquarters saw field operations by supporting assigned units during operational readiness inspections, augmenting units deployed overseas, and by filling key management rolls during NATO Exercises held in Europe.

The 218th Engineering Installation Squadron is one of 19 similar squadrons in the Air National Guard. The unit is organized into 33 Combat Engineering Installation Teams, trained and equipped for engineering and installing radio, radar,

telephone, cable, and antenna equipment. The 218th regularly deploys to bases throughout the United States and has completed special assignments in the European and Pacific theaters. The unit trains for its wartime mission by selecting regular Air Force projects and assigning a mix of experienced personnel and trainees. This results in a double benefit to the Air Force and the taxpayer since completion of training also means completion of an Air Force project and an operational system.

Last year, the 218th completed projects at Ft Leonard Wood, MO; Scott AFB, IL; Ft Rucker, AL; Myrtle Beach AFB, SC; Jacksonville ANGB, FL;; Kelly AFB, TX; Whiteman AFB, MO; March AFB, CA; Lackland AFB, TX; Maxwell AFB, AL; and Carswell AFB, TX.

131st Civil Engineering Squadron, (Operations Location Engineering and Service) was established in 1980 as a separate operating component of the 131st Civil Engineering Squadron located at Lambert St. Louis International Airport. The OLES is comprised of a Prime BEEF 1 team (command/control/engineering) and a Prime BEEF 2 team (rapid runway repair/base recovery after attack).

In FY 90, this unit completed Civil Engineering projects at Howard AFB, Panama; and Alpena Air National Guard Training Site, Michigan. The people of the 131st Civil Engineering Squadron additionally provided people for work on the Missouri National Guard site at Algoa, outside of Jefferson City.

121st Tactical Control Squadron is one of the nine units assigned to the 157th Tactical Control Group. It is a Forward Area Control Post in the Tactical Air Control System.

During FY 90 this unit participated in MoANG exercise MULEX and SENTRY GATEWAY. This unit also "spearheaded" the operation of a new drug interdiction radar site in the Caribbean Ocean.

MILITARY PERSONNEL 30 JUNE 1990

	<u>AUTHORIZED</u>			<u>ASSIGNED</u>		
	<u>OFF</u>	<u>AMN</u>	<u>TOTAL</u>	<u>OFF</u>	<u>AMN</u>	<u>TOTAL</u>
Headquarters, MOANG	19	13	32	17	13	30
131st Tactical Fighter Wing	157	1111	1268	155	1034	1189
231st Civil Engr Flt	26	15	41	25	14	39
239th Cmbt Comm Sq	9	108	117	8	152	160
110th Weather Flt	3	10	13	3	9	12
571st Air Force Band	1	35	36	1	35	36
157th Tac Con Gp	44	96	140	41	83	124

121st Tac Con Sq	10	79	89	10	81	91
131st Civil Engr Sq (OLES)	6	52	58	4	47	51
218th Engr Instl Sq	10	226	236	8	181	189
139th TAC Airlift Gp	<u>136</u>	<u>777</u>	<u>913</u>	<u>130</u>	<u>781</u>	<u>911</u>
TOTALS	421	2522	2943	402	2430	2832

ORGANIZATIONAL STRUCTURE

<u>UNIT</u>	<u>LOCATION</u>	<u>COMMANDER</u>
HQS, MOANG	Jefferson City	Brig Gen Hugh S. Harris, Jr.

131st Tactical Fighter Wing: All units except the Cannon Range are located at Lambert-St. Louis IAP

Headquarters	Brig Gen James H. Renschen
110th Tactical Fighter Squadron	Lt Col Angelo Perfetti
131st CAM Squadron	Lt Col Donald L. Boatright
131st Mission Support Squadron	Maj Larrie B. Harlan
131st Security Police Flight	Maj Richard L. Rehmeier
131st Communications Flt	Capt Lura D. Lange
131st Civil Engineering Squadron	Lt Col Emil J. Tejkowski
131st Tactical Hospital	Maj William Zoesch
131st Resource Management Squadron	Lt Col Herman G. Macormic
131st Services Flight	Maj Robert G. Gremminger, Sr.
*239th Combat Communications Sqdn	Lt Col Hugh H. Barton III
*110th Weather Flight	Lt Col John W. Louer III
*231st Civil Engineering Flight	Col John W. Clark
*571st Air Force Band	Maj Stephen M. Aubuchon
Cannon Range, Ft Leonard Wood	Maj Michael A. Steffen

157th Tactical Control Group: All units located at Jefferson Barracks.

Headquarters	Col James H. Baker
121st Tactical Control Sqdn (FACP)	Lt Col George R. Niemann
**218th Engr Installation Sqdn	Lt Col Kenneth J. Exline
**131st Civil Engr Squadron (OLES)	Maj Roy T. VanHee

139th Tactical Airlift Group: All units are located at Rosecrans Memorial Airport, St. Joseph

Headquarters	Col Robert L. Biehunko
139th Resource Management Squadron	Lt Col Donald L. Whitehead
180th Tactical Airlift Squadron	Lt Col Donald G. Buttron
139th Civil Engineering Squadron	Lt Col Bruce E. Hansen
139th Mission Support Squadron	Lt Col Bruce R. Hill
139th Tactical Clinic	Col Krikor O. Partamian
139th Mission Support Flight	Maj Carl P. Shuster
139th Adv Airlift Tactics Tng Cntr	Lt Col David F. Deterich

139th Mobile Aerial Port Flight	Maj Robert D. Couldry
139th CAM Squadron	Maj Lonnie J. Lee
139th Security Police Flight	Maj Walter L. Daffron III
139th Services Flight	Maj Dwight R. Ness

*Attached to 131st Tactical Fighter Wing
 **Attached to 157th Tactical Control Group

OPERATION AND MATERIAL

Pilot/Navigator (NAV) Utilization:

<u>LOCATION</u>	<u>PILOTS/NAV AUTHORIZED</u>	<u>PILOTS/NAV ASSIGNED</u>	<u>AVG TOTAL TIME/PILOT/NAV</u>	<u>AVG UNIT ASSIGNED PILOT/NAV</u>
St. Joseph	47/26	50/26	3459/4509hrs	725/775
St. Louis (F-4E)	46/37	44/37	2098/1764hrs	1249/1478
St. Louis (C-12)	3/0	10	3031hrs	450

Aircraft Fuel Consumption:

<u>TYPE</u>	<u>GALLONS</u>
JP-4 (Jet)	7,858,858

Aircraft:

<u>LOCATION</u>	<u>TYPE AIRCRAFT</u>	<u>QUANTITY</u>	<u>AVERAGE UNIT COST</u>	<u>TOTAL VALUE</u>	<u>AVERAGE AIRFRAME TIME</u>
St. Louis	F-4E	25	\$2,375,000	\$59,375,000	5100 hrs
St. Louis	C-12F	1	\$657,000	\$657,000	2275 hrs
St. Joseph	C-130H	8	\$18,000,000	\$144,000,000	2250 hrs
TOTAL		34			

Vehicular and Communications Equipment Assigned Statewide:

<u>EQUIPMENT</u>	<u>QUANTITY</u>	<u>AVERAGE UNIT COST</u>	<u>TOTAL VALUE</u>
Wheeled Vehicles	422	\$25,223	\$10,644,015
Radar Sets	2	\$1,729,339	\$3,458,678
Communications Sets	10	\$800,869	\$8,008,698
			\$22,111,391

COMMUNITY IMPACT

Federal funds spent in Missouri in support of the Air National Guard during FY 90 are categorized as follows:

	St. Louis	St. Joseph	Total
Pay State Security	\$645,283	\$506,448	\$1,151,731
Pay of Air Technicians	\$13,030,492	\$6,802,198	\$19,832,690
Full-Time, Military Duty	\$2,041,375	\$3,070,000	\$5,111,375

Program (AGR)			
Active Duty, IDT-UTA Payroll	\$9,546,351	\$5,137,300	\$14,683,651
Incentive Program (Reenlistment Bonuses)	\$106,661	\$43,450	\$150,111
Basic Training Program	\$182,570	\$103,700	\$286,270
National Guard Personnel Travel, Per Diem, Subsistence, Clothing & Uniform Allowances	\$1,105,709	\$778,800	\$1,884,509
Service Contract (Operation & Maintenance)	\$1,334,176	\$1,399,000	\$2,733,176
Major and Minor Repairs	\$689,917	\$464,100	\$1,154,017
Miscellaneous Supplies & Services	\$3,448,230	\$2,292,800	\$5,741,030
Base Procured Equipment	\$84,819	\$156,400	\$241,219
Planning, Acquisition & Construction	<u>\$1,420,311</u>	<u>-0-</u>	<u>\$ 1,420,311</u>
TOTAL	\$33,635,894	\$20,754,196	\$54,390,090

Seven hundred seventeen Federal Civil Service Technicians and full-time active duty personnel are employed. They are the hard core professionals keeping aircraft and equipment ready on a daily basis for instant response.

One hundred nineteen State employees (including Air Service Contract employees) maintain base equipment, utilities, roads, and grounds and provide base security and fire protection.

MISSION STATEMENTS

131st Tactical Fighter Wing To attack and destroy enemy military forces, supplies, equipment, communications systems, and installations using conventional weapons. Attack and destroy targets in support of surface forces while engaged in joint operations. Provide active air defense by engaging and destroying enemy air forces in either offensive or defensive roles by visual interpretation or under direction of Airborne Warning and Control Systems.

239th Combat Communications Squadron Train and administer assigned personnel and maintain equipment readiness to support the tactical air forces and to support emergency state or USAF requirements for communications or air traffic control facilities.

110th Weather Flight Provide 24-hour per day tactical and nontactical meteorological services based upon USAF and US Army stated requirements for an Armored Cavalry Regiment (ACR) with an organic airfield, drop zone, or helipad. Provide weather support at an ACR airfield and augment forces for 24-hour weather support at an Army CONUSA.

231st Civil Engineering Flight A command/staff engineering augmentation flight trained to staff and manage civil engineering services, recover cell functions for a numbered Air Force within a theater of operations and/or at MAJCOM level in the command

post, battle staff operations, including regional wartime construction prioritization and crash rescue fire suppression management.

571st Air Force Band The Band is a Missouri Air National Guard unit attached to the 131st Tactical Fighter Wing (Lindbergh's Own) located at Lambert-St Louis International Airport. The Band meets one weekend per month and two weeks during the summer to train, rehearse, and perform. The mission of the Band is to establish and maintain favorable relations with the community that it serves, augment local recruiting efforts, and provide appropriate music for civil and military functions in its assigned area.

139th Tactical Airlift Group Provide a capability to deploy, redeploy, and employ, if necessary, air and ground fighting forces of the United States to any area of the world and provide fighting forces. Conduct peacetime operations which ensure maintenance of high state of readiness training to include full base support for the D-Day mission.

Headquarters, 157th Tactical Control Group Command, organize, equip, administer, and train assigned elements of a tactical air control system to provide control of all aircraft activities in support of tactical air operations, including air defense and centralized air space control over the combat zone.

218th Engineering Installation Squadron To train 226 members in skills needed to engineer, install, remove, relocate, and perform serviceability certification and emergency on-site maintenance of ground communications electronics facilities. This includes a wartime commitment of 197 mobility positions organized in 33 combat teams.

131st Civil Engineering Squadron (OLES) Recruit, train, equip, and administer Prime BEEF teams for worldwide deployment and employment. Ready to provide a broad spectrum of civil engineering operations and maintenance service in support of the USAF/ANG mission within 28 hours notice.

121st Tactical Control Squadron Designed and equipped to be self-sustaining, the 10 officers and 81 enlisted personnel perform in 23 Air Force career fields, as well as numerous additional duties, in order to accomplish their mission. The 121 TCS wartime mission is to deploy into the Forward Edge of the Battle Area and provide control to aircraft performing missions of air refueling, air defense, close air support, and interdiction. The radar unit would also provide surveillance of enemy aircraft more than 150 miles away. The peacetime mission of the 121 TCS is to deploy in support of JCS, NATO, and MoANG exercises. The 121 TCS also participates in the U.S. Customs and the Drug Enforcement Agency.

STATE EMERGENCY MANAGEMENT AGENCY

The State Emergency Management Agency (SEMA) is responsible for development of a statewide, all emergency preparedness capability to protect and assist the citizens of Missouri in any type of emergency or disaster which may occur. SEMA coordinates activities between federal, state, and local governments.

When disasters have sufficient impact on the state and local community, SEMA coordinates preparation of requests to the President for major disaster declarations, and if declared, administers assistance to the state or community. When requested by the Governor in serious cases, such federal assistance may be issued for floods, tornadoes, or other disasters when the severity of a situation cannot be adequately relieved by state and local efforts.

SEMA's history extends over more than three decades to initial State Civil Defense efforts in the 1950s. In 1967, the 74th General Assembly provided for the merger of Civil Defense and the Adjutant General's Office, under the Department of Public Safety. The name of the office was then changed from the Division of Civil Defense to the Disaster Planning and Operations Office.

During the 1984 Legislation Session, 81st General Assembly, the office name was changed to its present title to better reflect its current and expanding role.

At the local level, city and county directors of emergency management or emergency preparedness are appointed by the executive officer of each political subdivision. SEMA provides guidance and assistance to local organizations, but does not have command or control over their activities.

While approximately 90 percent of the local directors in Missouri serve in a volunteer capacity, several large communities have full-time paid employees. Others are employed on a part-time basis.

In coordinating emergency activities between local governments, state agencies, and the federal government, SEMA maintains a State Emergency Operations Plan. The plan assigns responsibilities for actions to be taken by appropriate state agencies and departments in the event of an emergency or disaster.

PLANS AND OPERATIONS. In July 1989, this section assisted in the final draft of an Emergency Action Plan for all dams in the state regulated by the Department of Natural Resources. The project was a revision of a document which the State Emergency Management Agency had developed previously. It was updated and modified by DNR, then distributed throughout the state by that agency.

In July and August 1989 an analysis of the "continuity of government" (COG) status of the State of Missouri, based on a FEMA planning guide, was made. A legislative proposal package was prepared for changes needed to improve Missouri's COG status, and the package was submitted by SEMA to the Department of Public Safety for subsequent recommendation by DPS to the State Legislature.

The Governor's Task Force on Heat and Drought was very active during July-August 1989, and individuals from the State Emergency Management Agency continued their involvement and coordination between elected officials, State Highway and Transportation, and the Corps of Engineers for the distribution of water pumps.

In October 1989, an extensive coordination with Callaway County officials on the Emergency Broadcast System was completed. These procedures will be needed in the event of an incident at the Callaway Nuclear Power Plant.

From December 1989 through March 1990, our office worked with one city and one county in their efforts to establish an emergency management program in their jurisdictions. Both jurisdictions are non-participants in the federal emergency management assistance (EMA) program.

March 1990 saw the first statewide Local Emergency Planning Committee Conference. SEMA, through funding provided by the Federal Emergency Management Agency, was a major contributor to that conference. Over 270 individuals from many numerous disciplines, including elected officials, emergency management, emergency medical, law enforcement, firefighters, federal and state agencies, and many other interested personnel attended this conference.

In April 1990, SEMA supported the Missouri Emergency Preparedness Association by hosting their annual conference. Over 300 people from all areas of emergency management were in attendance.

The mid-May 1990 floods in the Kansas City, Missouri, area caused severe hardship to many residents. SEMA personnel spent many days during May and June assessing, assisting, and aiding the affected individuals. Of the 1,191 applicants for Individual and Family Grant assistance, 958 were found to qualify.

During the April-June 1990 time frame our agency finalized and submitted to FEMA the final draft of our State Earthquake Plan. Following an exercise to be conducted in December 1990, the plan will be finalized and submitted to FEMA during the first half of 1991.

The agency has participated in several drills, exercises, and training relating to Callaway Nuclear Station, Reform, Missouri, and Cooper Nuclear Plant at Brownville, Nebraska. Potentially Callaway could affect four counties (Callaway, Gasconade,

Montgomery, and Osage) while Cooper could affect two counties (Atchison and Nodaway) of Missouri. The drills and exercises are an intricate part of the utility, Nuclear Regulatory Commission, Federal Emergency Management Agency and State Emergency Management Agency's efforts to mitigate the impact of an incident or possible release.

TRAINING AND EXERCISE PROGRAM. The SEMA training and exercise program focuses on improving both professionalism and emergency operation capabilities in local jurisdictions throughout the state. Training courses are made available to public officials, and any professional or volunteer personnel involved in Public Safety. Exercises are conducted in local government communities to test readiness should a disaster or major emergency occur.

One hundred and forty-one training activities were conducted during FY 90, with a total of 7,858 participants (these totals include the Exercise Program). The Emergency Management Training curriculum had 51 course offerings training 1,150 participants.

The core of the EMT curriculum is the Professional Development Series for Emergency Management. These courses include: Introduction to Emergency Management, Emergency Planning, Leadership and Influence, Decision Making and Problem Solving, Effective Communications, Creative Financing, Developing Volunteer Resources, and State and Local Continuity of Government.

Other courses conducted were two Exercise Design courses, an Emergency Management Conference, and three workshops in Emergency Management. These workshops include Special Emergency Needs of Disabled and Elderly, the Emergency Broadcast System, and Effect of Electromagnetic Pulse.

FEMA emphasized radiological preparedness courses that trained local personnel to deal with peacetime emergencies as well as attack related emergencies. Nineteen Fundamentals Courses for Radiological Monitors were conducted for personnel across the state.

The Exercise Program conducted, evaluated, and reported 101 exercises from 80 jurisdictions during FY 90. Thirty-four of these exercises were full-scale exercises and 67 were functional exercises. Over 7,528 local government officials participated in these exercises. Participants included elected officials, fire, law enforcement personnel, emergency medical services, public works officials, private sector personnel, and, of course, emergency management coordinators. These simulations allow local responders and emergency management coordinators to practice and test their emergency operations and better prepare themselves for real emergencies and disasters.

The major highlight of this year's exercise program was the St. Louis County Earthquake Exercise held in conjunction with

Earthquake Awareness Week. Over 15 jurisdictions in the St. Louis County area participated in a day long earthquake response exercise with over 1,200 people participating. The State Emergency Management Agency supplied technical assistance in preparing the exercise as well as an evaluating team during the exercise. The State office held their annual national security exercise with 9 jurisdictions participating (CIVEX-90). Because of a new FAA Regulation, the latter part of FY 90 was spent with many jurisdictions holding certification exercises at major airports throughout the State.

With the passage of federal laws regarding hazardous materials, the State was awarded funds for training purposes. The State Emergency Management Agency, Department of Natural Resources, the University of Missouri Fire and Rescue Training Institute, and University of Missouri Columbia Law Enforcement Academy conducted several new courses for Local Emergency Planning Commissions (LEPCs), First Responders, and State Officials; Hazmat Recognition and Identification; Hazardous Materials Incident Response Awareness and HMIR Operations. Hazardous Material Planning Workshops and Formulating Public Policy courses offered LEPCs an opportunity to work together in policy and plans development to meet the compliance requirements for SARA Title III.

The State Training Program and staff also provided logistical and staff expertise to two National Emergency Management Association conferences and the FEMA Region VII Training Conference.

PUBLIC INFORMATION. The Public Affairs and Information Office serves as a comprehensive news and information service to present the varied activities of SEMA and related organizations to the public. The office provides technical expertise in the field of journalism - including interpretation, writing, and dissemination of information; photography, graphic arts; audio visual work; and knowledge of printing processes, to increase public awareness of the emergency management concept at federal, state, and local levels. A primary vehicle in carrying out this mission is publication of the SEMA newsletter. It contains news of activities by local emergency management and disaster preparedness directors, information about state and federal programs, and issues in the emergency management field. Circulation for the newsletter is about 1,200 to local directors, public officials, elected state officials, and other state agencies.

News releases are issued to address SEMA policies or emergency management and disaster activities quickly and accurately as events occur. Media interviews highlighting special SEMA programs help educate the public in the goals and methods of the agency.

Missouri's ability to respond to a serious earthquake was the focus of a major Public Affairs effort following a 7.1 magnitude

quake which struck northern California on October 17, 1989. For several months after the catastrophic Loma Prieta earthquake, SEMA was inundated with inquiries from citizens, local government officials, school personnel, businesses, and organizations concerned about Missouri's earthquake potential from the New Madrid Fault.

Public Affairs and other SEMA staff supporting the earthquake program took part in numerous television, radio, and newspaper interviews on a statewide basis to explain the state's earthquake planning, preparedness, training, and mitigation measures. The California quake created a positive impact by generating greater attention and support for earthquake preparedness efforts in Missouri and other states as well.

October 1989 also presented special challenges for SEMA with two nuclear power plant exercises scheduled that same month. The annual drills for Callaway Nuclear Plant on October 11 and Cooper Nuclear Station on October 25 included extensive training opportunities for Public Affairs with staffing of special facilities to brief the news media as part of both exercises.

Heavy rains and storms in the spring of 1990 resulted in Missouri's first Presidential Disaster Declaration since the fall of 1986. Eventually a total of 26 Missouri counties, as well as the City of Kansas City, were included under the Presidential Declaration to help individuals and government entities recover uninsured losses from the flooding and storms in May 1990. A series of Disaster News Releases were issued jointly by SEMA and federal public information personnel to alert flood victims and affected communities about a multitude of disaster relief programs available in the declared areas. Numerous radio, television, and print media interviews were also conducted by Public Affairs personnel about the state's flood relief efforts.

RADIOLOGICAL INSTRUMENTS/MAINTENANCE & CALIBRATION. The Radiological Instruments/Maintenance and Calibration (RI/M&C) Program began operations in 1966. This is a federally funded program under a contract between this office and the Federal Emergency Management Agency. The funding for the contract year was \$75,469, with no cost to the state.

The program provides for the inspection, maintenance, and calibration of some 49,000 radiological detection and measuring instruments to maintain their operational readiness and mission reliability. They are located in public fallout shelters, emergency response facilities, schools, and state and federal installations throughout Missouri. The instruments and equipment have been granted to the state for radiological protection.

At the present time (excluding nuclear power plant support), all instruments are exchanged on a four-year cycle. They are picked up from the local jurisdiction and processed through the RI/M&C facility for an operability check, calibration, and repair

if necessary. They are repacked with new batteries and redistributed to the local jurisdictions.

All instruments used for radiological incident response for nuclear power plants are maintained on a yearly cycle. This involves over 1,000 radiation detection instruments.

RI/M&C also supports radiological response training by providing instruments, radioactive source sets, and other materials as needed. Members of the RI/M&C are available to assist as instructors when necessary. The RI/M&C section controls and maintains records on all radioactive source sets used for training that are on loan to the state.

RADIOLOGICAL PROTECTION PROGRAM. The purpose of the State Radiological Protection Program (RPP), known as Radiological Defense (RADEF), is to protect Missouri residents from the hazards of radiation exposure. This includes both nuclear attack and peacetime radiological emergencies, i.e., transportation, nuclear power plants, laboratories, etc.

Such protection is provided through pre-emergency planning and development of state and local Radiological Emergency Support Programs. Each local program includes capabilities for detection, measurement, analysis, and reporting radiological data resulting from weapon detonations or other radiological emergencies. During FY 90, RADEF annexes were developed or updated for 46 counties, 9 cities, and 1 fire protection district.

There have been several thousand persons trained in radiological monitoring during the last 20 years. Many are no longer in the program, but new personnel are trained throughout the state each month. Radiological Defense Officers and Radiological Monitor Instructors are being trained to meet local jurisdiction's needs. Twelve aerial radiological monitoring stations have been established, primarily through the Civil Air Patrol.

ALL HAZARD PLANNING. Guidance and assistance are provided to state and local government agencies in the development and maintenance of emergency operation plans based on the Integrated Emergency Management System concept. Under this concept, the plans address hazards which have been determined to pose a significant threat to the citizens of Missouri and are based on two options for protection - evacuation and shelter. During FY 90, plans were developed in 30 counties.

Surveys to identify the physical and architectural characteristics of buildings that provide protection from the effects of natural and technological hazards were continued during FY 90. Surveys were conducted in Camden, Clinton, Dallas, Harrison, Laclede, Miller, Polk, and Worth counties.

COMMUNICATIONS AND WARNING. SEMA maintains and operates a communications center in the State Emergency Operations Center. This facility serves daily communications needs for SEMA, the Governor's Office, Missouri National Guard Armories, and other state agencies as required. The following systems provide wire line or radio communications with local and federal agencies:

- (1) FEMA National Warning System
- (2) FEMA National Voice System
- (3) FEMA National Teletypewriter System
- (4) FEMA National Radio System
- (5) State Highway Patrol Radio System
- (6) Missouri Uniform Law Enforcement System-Teletype
- (7) Law Enforcement Point-to-Point Radio System
- (8) Sheriff's Mobile System
- (9) Statewide Mutual Aid Frequency
- (10) State National Guard Single Sideband Net
- (11) State Highway Department Radio System
- (12) Emergency Management Administrative Net
- (13) Radio Amateur Civil Emergency Service
- (14) Amateur Radio Emergency Services
- (15) Emergency Broadcast System Remote Pickup Unit
- (16) Conservation Commission Radio System
- (17) Digital Laser Facsimile Telecopier (FAX) to transmit and receive images and printed documents by wire line or radio
- (18) Federal Highway Administration, U.S. Department of Transportation emergency communications radio system
- (19) Civil Air Patrol radio communications capability
- (20) Operation Secure HF radio voice and teletype capability
- (21) Nuclear Power Plant radio repeater system at two sites
- (22) Data communication terminals using wire line and radio transmissions
- (23) Statewide administrative emergency 45.12 mobiles used by local jurisdictions
- (24) Corps of Engineers High Frequency Single Sideband radio for river and flood stage reporting

Five communications/warning exercises were conducted in FY 90 to enhance operational readiness. One exercise, held in early spring each year, was in cooperation with the National Weather Service in preparation for the tornado season. Two exercises were in nuclear power plant planning, and two were in preparation for response to a catastrophic earthquake.

Action has been taken to procure a transportable satellite uplink capability to support public safety/emergency management operations in areas of the state where more traditional communications facilities are inoperative or nonexistent. Equipment delivery is expected mid-FY 91.

MOBILE EMERGENCY OPERATIONS CENTER. SEMA maintains and operates a 14-foot step van as a mobile communications and command center. It has eight radio systems, including a radio

repeater with telephone interconnect, a low band to high band VHF repeater, and a trailer mounted emergency power generator. The mobile center is maintained on a standby basis for dispatch to any disaster site in Missouri. This unit also serves as the transportable base station for the Callaway and Cooper Nuclear Plant yearly exercises.

Some of the major benefits of this unit are the use of the tall antenna tower to extend the range of the installed repeaters. SEMA field teams are able to range up to 20 miles from the communications van using hand held radios.

The Mobile Emergency Operating Center was used five times this year for training and public relations functions.

MAINTENANCE AND SERVICES. In accordance with federal law, the purpose of this program is to maintain the emergency management readiness of state and local governments. The Federal Emergency Management Agency provides financial assistance in support of maintaining the operational readiness of alerting and warning systems, emergency communications systems, and emergency operating centers. The program provides 50 percent reimbursement funds to eligible subdivisions for allowable preventive maintenance and repair and replacement costs of emergency communications and warning systems and EOC equipment.

Federal funding provided for this program during FY 90 was \$3,500.00.

WARNING AND COMMUNICATIONS SYSTEMS. This program provides federal financial assistance to state and local governments to establish and upgrade communications and warning systems capabilities. When funds are available, the Federal Emergency Management Agency reimburses eligible local subdivisions 50 percent of the cost of such items as outdoor warning systems, cable TV warning systems, and area-wide communications systems.

Federal Funding provided for this program during FY 90 was \$8,647.00.

EMERGENCY OPERATING CENTERS. Federal funding under this program assists state and local governments to develop Emergency Operating Centers to minimum standards. This includes the capability to direct and control those activities of government which are essential to save lives, protect property and restore government services in a major emergency. The Federal Emergency Management Agency provides 50 percent reimbursement funds to eligible subdivisions for allowable costs such as architect/engineer fees for design, life support systems, communications equipment for direction and control, electromagnetic pulse protection, and display equipment for operations room.

The phase I application for the new state Emergency Operations Center was completed and accepted by the Federal

Emergency Management Agency. Construction is expected to start late FY 90.

BUDGET. SEMA was appropriated \$604,907.00 from state general revenue funds for fiscal period July 1, 1989, through June 30, 1990. These funds are used for state operating costs as well as match monies for Federal Emergency Management Assistance programs.

	General Revenue	Federal Funds	Total
Personal Services	\$426,383	\$931,618	\$1,358,001
Expense & Equipment	178,524	297,241	475,765
	\$604,907	\$1,228,859	\$1,833,766

Total funds disbursed by this agency during the 1990 fiscal year July 1, 1989, through June 30, 1990, in support of various programs: \$4,924,828.00.

OFFICE OF AIR SEARCH AND RESCUE

Created by the Missouri Legislature in 1979, this office is within the military division of the executive department, Office of the Adjutant General. The ex-officio head of the office is the Missouri Wing Commander of the Civil Air Patrol. The purpose of this office is to perform aerial and ground search and rescue, and disaster relief operations utilizing the personnel of the Missouri Wing Civil Air Patrol (CAP).

Missouri Wing CAP consists of approximately 900 volunteers, of which 540 are senior members and 360 are cadets, assigned to 32 units throughout the state. Missions performed include:

Search and Rescue

- Locating missing and overdue aircraft
- Locating missing personnel

Disaster Preparedness

- Establishing communications
- Aerial damage assessment
- Aerial transport of supplies, equipment, dog teams, etc.
- Assistance to American Red Cross
- Assistance to Salvation Army

Drug Interdiction Program

- Support to Drug Enforcement Agency
- Support to U.S. Customs
- Support to U.S. Forestry Service

Search and Rescue missions are originated through the Air Force Rescue & Recovery Service at Scott AFB, Illinois, or through local sheriffs or other authorized officials.

Disaster Relief missions are originated by Air Force National Security Emergency Preparedness, Federal and State Emergency Management Agencies, and various counties through Memorandums of Understanding. National agreements are also in effect with the American Red Cross and Salvation Army.

Drug interdiction missions are authorized directly by the agencies involved.

In addition to actual missions, training exercises are held at the local and statewide level. Community exercises are held with SEMA annually.

Resource capability includes the following:

Aircraft:

- 4 CAP owned Cessna C172 IFR certified
- 1 CAP owned Cessna 182, Retractable, IFR certified
- 61 member owned aircraft, single and multi-engined, located throughout the state. Majority of these aircraft are radio equipped, Loran C, are DF capable, and many aircraft/crews are IFR certified. These aircraft can be rapidly dispatched to multiple mission sites.

Communications:

- 74 HF land stations, fixed and mobile
- 236 VHF FM stations, fixed and mobile
- 240 Stations operating on USAF authorized frequencies
- 6 Fixed station VHF FM voice repeaters located in St. Louis, Kansas City, Jefferson City, Springfield, Sedalia, and Kirksville
- 11 Fixed VHF-FM digital repeaters
- 3 Mobile VHF-FM repeaters capable of airborne operation
- 18 Direction Finding Units, hand held, for ELT search
- 9 Portable generators

Vehicles:

- 18 Corporate owned vans located throughout the state
- 110+ Member owned vehicles, ranging from sedans to 4-wheel drives

Most corporate and private vehicles have VHF radio capability.

Personnel:

- Flight Crews - 233 licensed pilots/46 flight crews
- Ground Teams - 26 teams

OASR Activity Summary FY 90

ELT missions	31
Downed Aircraft Searches	2
Hours Flown	566.5
Sorties	167
Aircraft Used	122
Vehicles Used	108

Personnel Used	1,478
Man-Hours Volunteered	22,761
Objectives Found	25
Total Savings to Missouri	\$99,010
Total Savings in Aircraft Hours	\$23,396
Total savings to Missouri at nominal expense rates	\$207,381

COMMUNITY ECONOMIC IMPACT FOR FY 90

CITY	TOTAL STATE EXPENDITURES	TOTAL FEDERAL OM PA MC	ANNUAL ECONOMIC IMPACT
ALBANY	\$18,203	\$716,723	\$734,926
ANDERSON	\$8,585	\$578,848	\$587,433
AURORA	\$19,184	\$906,168	\$925,352
BERNIE	\$10,424	\$390,836	\$401,260
BOONVILLE	\$10,944	\$937,207	\$948,151
CAPE GIRARDEAU	\$36,212	\$3,005,904	\$3,042,116
CARROLLTON	\$19,786	\$353,234	\$373,020
CARTHAGE	\$17,757	\$1,173,649	\$1,191,406
CARUTHERSVILLE	\$12,106	\$394,255	\$406,361
CENTERTOWN	\$15,548	\$471,168	\$486,716
CHARLESTON	\$9,587	\$409,637	\$419,224
CHILLICOTHE	\$52,400	\$700,771	\$753,171
CLINTON	\$23,718	\$1,023,239	\$1,046,957
COLUMBIA	\$11,253	\$1,300,128	\$1,311,381
DESOTO	\$42,820	\$594,801	\$637,621
DEXTER	\$23,804	\$938,919	\$962,723
DONIPHAN	\$8,552	\$300,249	\$308,801
ELDON	\$19,209	\$331,014	\$350,223
FARMINGTON	\$15,877	\$866,563	\$882,440
FESTUS	\$25,022	\$1,975,008	\$2,000,030
FT LEONARD WOOD	\$0	\$341,838	\$341,838
FREDERICKTOWN	\$11,247	\$369,187	\$380,434
FULTON	\$26,565	\$826,680	\$853,245
HANNIBAL	\$20,538	\$1,242,586	\$1,263,124
HARRISONVILLE	\$11,971	\$1,191,310	\$1,203,281
HOUSTON	\$28,511	\$362,919	\$391,430
INDEPENDENCE	\$19,023	\$801,044	\$820,067
JACKSON	\$10,418	\$592,436	\$602,854
JEFFERSON CITY	\$2,165,658	\$23,531,835	\$25,697,493
JOPLIN	\$32,857	\$1,362,799	\$1,395,656
KANSAS CITY	\$236,050	\$8,088,487	\$8,324,537
KENNETT	\$12,471	\$525,293	\$537,764
KIRKSVILLE	\$27,297	\$641,519	\$668,816
LAMAR	\$10,029	\$522,445	\$532,474
LEBANON	\$15,871	\$681,867	\$697,738
LEXINGTON	\$33,630	\$2,140,920	\$2,174,550
MACON	\$26,966	\$932,652	\$959,618
MARSHALL	\$14,196	\$967,974	\$982,170
MARYVILLE	\$15,515	\$1,171,939	\$1,187,454
MEXICO	\$17,443	\$895,618	\$913,061
MOBERLY	\$17,935	\$882,516	\$900,451
MONETT	\$16,767	\$1,397,673	\$1,414,440
MTN GROVE	\$25,286	\$790,218	\$815,504
NEOSHO	\$6,832	\$937,092	\$943,924
NEVADA	\$18,397	\$1,870,999	\$1,889,396
OSAGE BEACH	\$0	\$275,181	\$275,181
PERRYVILLE	\$13,585	\$560,047	\$573,632
PIERCE CITY	\$5,887	\$519,596	\$525,483
POPLAR BLUFF	\$18,225	\$2,043,058	\$2,061,283

COMMUNITY ECONOMIC IMPACT (CONT)

CITY	STATE TOTAL EXPENDITURES	TOTAL FEDERAL OM PA MC	ANNUAL ECONOMIC IMPACT
PORTAGEVILLE	\$12,740	\$413,056	\$425,796
RAYTOWN	\$0	\$444,390	\$444,390
RICHMOND	\$11,499	\$537,827	\$549,326
ROLLA	\$38,026	\$1,287,594	\$1,325,620
ST CLAIR	\$14,756	\$1,023,239	\$1,037,995
ST JOSEPH	\$193,713	\$13,848,463	\$14,042,176
ST LOUIS	\$671,503	\$32,985,740	\$33,657,243
SALEM	\$17,236	\$581,697	\$598,933
SAVANNAH	\$5,749	\$218,777	\$224,526
SEDALIA	\$15,192	\$1,297,280	\$1,312,472
SIKESTON	\$12,140	\$528,712	\$540,852
SPRINGFIELD	\$60,609	\$10,141,198	\$10,201,807
TRENTON	\$27,341	\$611,971	\$639,312
WARRENSBURG	\$14,453	\$2,396,294	\$2,410,747
WARRENTON	\$15,783	\$798,195	\$813,978
WEBB CITY	\$12,464	\$500,795	\$513,259
WENTZVILLE	\$4,936	\$497,376	\$502,312
WEST PLAINS	\$16,190	\$782,243	\$798,433
WHITEMAN	\$74,000	\$1,743,374	\$1,817,374
TOTALS	\$4,478,491	\$144,474,268	\$148,952,759

NUMBERS OF NATIONAL GUARDSMEN BY COMMUNITY

CITY	NUMBER OF GUARDSMEN (SEP 90)	FULLTIME FEDERAL EMPLOYEES	FULLTIME STATE EMPLOYEES	TOTAL FULLTIME EMPLOYEES	TOTAL FULLTIME EQUIVALENT
ALBANY	98	3	0.5	3.5	27
ANDERSON	76	3	0.5	3.5	22
AURORA	117	5	0.5	5.5	33
BERNIE	46	3	0.5	3.5	14
BOONVILLE	62	2	0.3	2.3	17
CAPE GIRARDEAU	256	41	1.0	42.0	96
CARROLLTON	40	3	0.5	3.5	13
CARTHAGE	160	5	0.4	5.4	44
CARUTHERSVILLE	52	2	0.5	2.5	15
CENTERTOWN	37	7	2.0	9.0	16
CHARLESTON	49	3	0.4	3.4	15
CHILLICOTHE	90	4	0.5	4.5	26
CLINTON	136	5	0.5	5.5	38
COLUMBIA	142	12	0.5	12.5	45
DESOTO	84	2	0.5	2.5	23
DEXTER	128	4	0.4	4.4	35
DONIPHAN	37	2	0.5	2.5	11
ELDON	31	4	0.5	4.5	11
FARMINGTON	111	5	0.5	5.5	32
FESTUS	138	5	0.5	5.5	39
FT LEONARD WOOD	0	10	0.0	10.0	8
FREDERICKTOWN	48	2	0.5	2.5	14
FULTON	61	13	1.0	14.0	26
HANNIBAL	171	5	0.5	5.5	47
HARRISONVILLE	141	9	0.3	9.3	42
HOUSTON	47	2	0.5	2.5	14
INDEPENDENCE	106	4	0.5	4.5	30
JACKSON	72	2	0.3	2.3	20
JEFFERSON CITY	1059	440	84.0	524.0	658
JOPLIN	152	12	1.0	13.0	48
KANSAS CITY	947	63	5.0	68.0	288
KENNETT	62	4	0.5	4.5	19
KIRKSVILLE	86	3	0.4	3.4	24
LAMAR	67	3	0.5	3.5	19
LEBANON	97	2	0.3	2.3	26
LEXINGTON	237	16	1.0	17.0	72
MACON	127	4	0.5	4.5	35
MARSHALL	89	12	0.5	12.5	32
MARYVILLE	127	11	0.6	11.6	40
MEXICO	72	13	0.5	13.5	28
MOBERLY	119	4	0.5	4.5	33
MONETT	100	4	0.3	4.3	28
MTN GROVE	77	9	0.5	9.5	26
NEOSHO	61	16	0.3	16.3	27
NEVADA	184	21	16.7	37.7	74
OSAGE BEACH	33	2	0.0	2.0	10
PERRYVILLE	73	3	0.5	3.5	21
PIERCE CITY	72	2	0.3	2.3	20
POPLAR BLUFF	206	22	0.5	22.5	68

NUMBERS OF NATIONAL GUARDSMEN (CONT)

CITY	NUMBER OF GUARDSMEN (SEP 90)	FULLTIME FEDERAL EMPLOYEES	FULLTIME STATE EMPLOYEES	TOTAL FULLTIME EMPLOYEES	TOTAL FULLTIME EQUIVALENT
PORTAGEVILLE	55	2	0.3	2.3	15
RAYTOWN	0	13	0.0	13.0	10
RICHMOND	64	4	0.4	4.4	19
ROLLA	140	12	0.0	12.0	44
ST CLAIR	136	5	0.5	5.5	38
ST JOSEPH	1097	204	61.0	265.0	473
ST LOUIS	2487	509	70.0	579.0	1056
SALEM	71	4	0.5	4.5	21
SAVANNAH	24	2	0.3	2.3	8
SEDALIA	147	11	0.5	11.5	45
SIKESTON	68	3	0.5	3.5	20
SPRINGFIELD	684	169	9.0	178.0	305
TRENTON	41	5	0.6	5.6	14
WARRENSBURG	306	14	0.5	14.5	87
WARRENTON	111	3	0.5	3.5	30
WEBB CITY	69	2	0.5	2.5	19
WENTZVILLE	63	3	0.2	3.2	18
WEST PLAINS	103	4	0.4	4.4	29
WHITEMAN	0	51	1.0	52.0	39
TOTALS	12249	1853	276.2	2129.2	4659

PAY BY COMMUNITY FOR FY 90

CITY	STATE PAY (PRO RATA) (FY90)	TOTAL FED PAY (PRO RATA) (FY90)	TOTAL PAY STATE & FED (PRO RATA) (FY90)
ALBANY	\$3,479	\$453,480	\$456,959
ANDERSON	\$3,479	\$374,700	\$378,179
AURORA	\$3,479	\$589,885	\$593,364
BERNIE	\$3,479	\$267,273	\$270,752
BOONVILLE	\$2,088	\$290,384	\$292,471
CAPE GIRARDEAU	\$6,959	\$2,318,247	\$2,325,206
CARROLLTON	\$3,479	\$245,788	\$249,267
CARTHAGE	\$2,783	\$743,864	\$746,647
CARUTHERSVILLE	\$3,479	\$254,575	\$258,054
CENTERTOWN	\$13,917	\$371,780	\$385,697
CHARLESTON	\$2,783	\$278,016	\$280,799
CHILLICOTHE	\$3,479	\$459,017	\$462,496
CLINTON	\$3,479	\$657,922	\$661,401
COLUMBIA	\$3,479	\$918,694	\$922,173
DESOTO	\$3,479	\$369,163	\$372,643
DEXTER	\$2,783	\$595,091	\$597,874
DONIPHAN	\$3,479	\$200,861	\$204,340
ELDON	\$3,479	\$247,743	\$251,223
FARMINGTON	\$3,479	\$568,399	\$571,879
FESTUS	\$3,479	\$665,084	\$668,563
FT LEONARD WOOD	\$0	\$341,838	\$341,838
FREDERICKTOWN	\$3,479	\$240,251	\$243,730
FULTON	\$6,959	\$662,825	\$669,783
HANNIBAL	\$3,479	\$783,253	\$786,733
HARRISONVILLE	\$2,088	\$812,562	\$814,649
HOUSTON	\$3,479	\$236,670	\$240,149
INDEPENDENCE	\$3,479	\$516,311	\$519,790
JACKSON	\$2,088	\$326,193	\$328,280
JEFFERSON CITY	\$584,518	\$18,833,052	\$19,417,570
JOPLIN	\$6,959	\$954,503	\$961,462
KANSAS CITY	\$34,793	\$5,544,695	\$5,579,488
KENNETT	\$3,479	\$358,751	\$362,230
KIRKSVILLE	\$2,783	\$410,509	\$413,292
LAMAR	\$3,479	\$342,472	\$345,951
LEBANON	\$2,088	\$415,715	\$417,803
LEXINGTON	\$6,959	\$1,395,615	\$1,402,573
MACON	\$3,479	\$591,510	\$594,989
MARSHALL	\$3,479	\$728,906	\$732,385
MARYVILLE	\$4,175	\$830,797	\$834,972
MEXICO	\$3,479	\$702,215	\$705,694
MOBERLY	\$3,479	\$562,863	\$566,342
MONETT	\$2,088	\$494,826	\$496,913
MTN GROVE	\$3,479	\$583,384	\$586,863
NEOSHO	\$2,088	\$765,376	\$767,464
NEVADA	\$116,208	\$1,376,746	\$1,492,954
OSAGE BEACH	\$0	\$186,537	\$186,537
PERRYVILLE	\$3,479	\$363,957	\$367,437
PIERCE CITY	\$2,088	\$326,193	\$328,280

PAY BY COMMUNITY (CONT)

CITY	STATE PAY (PRO RATA)	TOTAL FED PAY (PRO RATA) (FY90)	TOTAL PAY STATE & FED (PRO RATA) (FY90)
POPLAR BLUFF	\$3,479	\$1,489,710	\$1,493,189
PORTAGEVILLE	\$2,088	\$265,317	\$267,405
RAYTOWN	\$0	\$444,390	\$444,390
RICHMOND	\$2,783	\$365,913	\$368,696
ROLLA	\$0	\$911,532	\$911,532
ST CLAIR	\$3,479	\$657,922	\$661,401
ST JOSEPH	\$424,471	\$10,901,748	\$11,326,219
ST LOUIS	\$487,098	\$26,305,265	\$26,792,363
SALEM	\$3,479	\$390,979	\$394,459
SAVANNAH	\$2,088	\$154,309	\$156,397
SEDALIA	\$3,479	\$902,415	\$905,894
SIKESTON	\$3,479	\$346,053	\$349,532
SPRINGFIELD	\$62,627	\$8,226,401	\$8,289,028
TRENTON	\$4,175	\$317,736	\$321,911
WARRENSBURG	\$3,479	\$1,574,330	\$1,577,809
WARRENTON	\$3,479	\$500,032	\$503,511
WEBB CITY	\$3,479	\$315,450	\$318,929
WENTZVILLE	\$1,392	\$328,148	\$329,540
WEST PLAINS	\$2,783	\$505,568	\$508,352
WHITEMAN	\$6,959	\$1,743,374	\$1,750,333
TOTALS	\$1,921,950	\$107,205,079	\$109,127,029

CAPITAL EXPENDITURES FY 90 BY COMMUNITY

CITY	FEDERAL CONST MC	STATE CAPITAL IMPROVEMENT
AURORA	\$2,003	
BOONVILLE	\$480,282	
CHILLICOTHE		\$38,000
CLINTON		\$4,700
DESOTO		\$25,000
DEXTER		\$6,900
FESTUS	\$939,235	
JACKSON	\$72,840	\$1,600
JEFFERSON CITY	\$1,854,141	\$465,000
LEBANON	\$5,594	
LEXINGTON	\$108,685	
MACON		\$7,600
MEXICO		\$2,700
MONETT	\$634,231	
NEOSHO	\$7,860	
ROLLA		\$7,800
ST JOSEPH		\$8,500
ST LOUIS		\$30,800
SPRINGFIELD	\$77,465	\$14,000
TRENTON	\$184,102	
WHITEMAN		\$74,000
TOTALS	\$4,366,438	\$686,600

POLITICAL DIVISIONS BY COMMUNITY

CITY	COUNTY	CONGRESSIONAL DISTRICT	SENATE DISTRICT	LEGISLATIVE DISTRICT
ALBANY	GENTRY	6	12	4
ANDERSON	MCDONALD	7	29	131
AURORA	LAWRENCE	7	29	130
BERNIE	STODDARD	8	25	156
BOONVILLE	COOPER	6	21	115
CAPE GIRARDEAU	CAPE GIRAR	8	27	159
CARROLLTON	CARROLL	6	28	28
CARTHAGE	JASPER	7	32	126
CARUTHERSVILLE	PEMISCOT	8	25	162
CENTERTOWN	COLE	4	6	115
CHARLESTON	MISSISSIPP	8	27	160
CHILLICOTHE	LIVINGSTON	6	27	11
CLINTON	HENRY	4	31	119
COLUMBIA	BOONE	9	19	25
DESOTO	JEFFERSON	3	22	105
DEXTER	STODDARD	8	25	156
DONIPHAN	RIPLEY	8	25	154
ELDON	MILLER	4	6	113
FARMINGTON	ST FRANCIO	8	20	153
FESTUS	JEFFERSON	3	22	106
FT LEONARD WOOD	PULASKI	4	6	142
FREDERICKTOWN	MADISON	8	20	153
FULTON	CALLAWAY	2	19	23
HANNIBAL	MARION	9	18	13
HARRISONVILLE	CASS	4	31	123
HOUSTON	TEXAS	4	16	145
INDEPENDENCE	JACKSON	5	8	53
JACKSON	CAPE GIRAR	8	27	158
JEFFERSON CITY	COLE	4	6	112
JOPLIN	JASPER	7	32	128
KANSAS CITY	JACKSON	5	9	44
KENNETT	DUNKLIN	8	25	163
KIRKSVILLE	ADAIR	9	28	2
LAMAR	BARTON	4	32	124
LEBANON	LACLEDE	4	33	142
LEXINGTON	LAFAYETTE	4	21	121
MACON	MACON	9	28	12
MARSHALL	SALINE	6	21	116
MARYVILLE	NODAWAY	6	12	5
MEXICO	AUDRAIN	9	18	15
MOBERLY	RANDOLPH	9	18	27
MONETT	BARRY	7	29	130
MTN GROVE	WRIGHT	7	16	146
NEOSHO	NEWTON	7	32	129
NEVADA	VERNON	4	31	124
OSAGE BEACH	MILLER	4	6	113
PERRYVILLE	PERRY	8	20	152
PIERCE CITY	LAWRENCE	7	29	130
POPLAR BLUFF	BUTLER	8	25	155
PORTAGEVILLE	NEW MADRID	8	27	161

POLITICAL DIVISIONS BY COMMUNITY (CONT)

CITY	COUNTY	CONGRESSIONAL	SENATE	LEGISLATIVE
		DISTRICT	DISTRICT	DISTRICT
RAYTOWN	JACKSON	5	8	49
RICHMOND	RAY	6	12	28
ROLLA	PHELPS	8	16	144
ST CLAIR	FRANKLIN	2	23	118
ST JOSEPH	BUCHANAN	6	34	7
ST LOUIS	ST LOUIS	1	1	101
SALEM	DENT	8	16	149
SAVANNAH	ANDREW	6	34	6
SEDALIA	PETTIS	4	21	117
SIKESTON	STODDARD	8	27	157
SPRINGFIELD	GREENE	7	30	138
TRENTON	GRUNDY	6	28	3
WARRENSBURG	JOHNSON	4	31	121
WARRENTON	WARREN	2	23	22
WEBB CITY	JASPER	7	32	127
WENTZVILLE	ST CHARLES	9	2	21
WEST PLAINS	HOWELL	8	16	147
WHITEMAN	JOHNSON	4	31	120

FY 90 ECONOMIC IMPACT BY U.S. CONGRESSIONAL DISTRICT

CONGRESSIONAL DISTRICT	TOTAL STATE EXPENDITURES (PRO RATA)	TOTAL FEDERAL OM PA MC (PRO RATA)	ANNUAL ECONOMIC IMPACT (PRO RATA)
1	\$671,503	\$32,985,740	\$33,657,243
2	\$57,104	\$2,648,115	\$2,705,219
3	\$67,842	\$2,569,809	\$2,637,651
4	\$2,446,187	\$38,181,683	\$40,627,870
5	\$255,073	\$9,333,920	\$9,588,993
6	\$369,346	\$20,064,886	\$20,434,232
7	\$206,228	\$18,308,036	\$18,514,264
8	\$278,840	\$13,989,685	\$14,268,525
9	\$126,368	\$6,392,395	\$6,518,763
TOTALS	\$4,478,491	\$144,474,268	\$148,952,759

POLITICAL DIVISIONS BY COMMUNITY (CONT)

CITY	COUNTY	CONGRESSIONAL	SENATE	LEGISLATIVE
		DISTRICT	DISTRICT	DISTRICT
RAYTOWN	JACKSON	5	8	49
RICHMOND	RAY	6	12	28
ROLLA	PHELPS	8	16	144
ST CLAIR	FRANKLIN	2	23	118
ST JOSEPH	BUCHANAN	6	34	7
ST LOUIS	ST LOUIS	1	1	101
SALEM	DENT	8	16	149
SAVANNAH	ANDREW	6	34	6
SEDALIA	PETTIS	4	21	117
SIKESTON	STODDARD	8	27	157
SPRINGFIELD	GREENE	7	30	138
TRENTON	GRUNDY	6	28	3
WARRENSBURG	JOHNSON	4	31	121
WARRENTON	WARREN	2	23	22
WEBB CITY	JASPER	7	32	127
WENTZVILLE	ST CHARLES	9	2	21
WEST PLAINS	HOWELL	8	16	147
WHITEMAN	JOHNSON	4	31	120

FY 90 ECONOMIC IMPACT BY U.S. CONGRESSIONAL DISTRICT

CONGRESSIONAL DISTRICT	TOTAL STATE EXPENDITURES (PRO RATA)	TOTAL FEDERAL OM PA MC (PRO RATA)	ANNUAL ECONOMIC IMPACT (PRO RATA)
1	\$671,503	\$32,985,740	\$33,657,243
2	\$57,104	\$2,648,115	\$2,705,219
3	\$67,842	\$2,569,809	\$2,637,651
4	\$2,446,187	\$38,181,683	\$40,627,870
5	\$255,073	\$9,333,920	\$9,588,993
6	\$369,346	\$20,064,886	\$20,434,232
7	\$206,228	\$18,308,036	\$18,514,264
8	\$278,840	\$13,989,685	\$14,268,525
9	\$126,368	\$6,392,395	\$6,518,763
TOTALS	\$4,478,491	\$144,474,268	\$148,952,759

FY 90 ECONOMIC IMPACT BY STATE SENATORIAL DISTRICT

SENATE DISTRICT	STATE TOTAL EXPENDITURES	TOTAL FEDERAL OM PA MC	ANNUAL ECONOMIC IMPACT
1	\$671,503	\$32,985,740	\$33,657,243
2	\$4,936	\$497,376	\$502,312
6	\$2,200,415	\$24,951,036	\$27,151,451
8	\$19,023	\$1,245,433	\$1,264,456
9	\$236,050	\$8,088,487	\$8,324,537
12	\$45,217	\$2,426,489	\$2,471,706
16	\$125,249	\$3,804,671	\$3,929,920
18	\$55,916	\$3,020,720	\$3,076,636
19	\$37,818	\$2,126,809	\$2,164,627
20	\$40,709	\$1,795,796	\$1,836,505
21	\$73,962	\$5,343,381	\$5,417,343
22	\$67,842	\$2,569,809	\$2,637,651
23	\$30,539	\$1,821,435	\$1,851,974
25	\$85,582	\$4,592,610	\$4,678,192
27	\$133,497	\$5,650,516	\$5,784,013
28	\$101,390	\$2,539,375	\$2,640,765
29	\$50,423	\$3,402,285	\$3,452,708
30	\$60,609	\$10,141,198	\$10,201,807
31	\$142,539	\$8,225,217	\$8,367,756
32	\$79,939	\$4,496,779	\$4,576,718
33	\$15,871	\$681,867	\$697,738
34	\$199,462	\$14,067,240	\$14,266,702
TOTALS	\$4,478,491	\$144,474,268	\$148,952,759

NUMBER OF EMPLOYEES BY STATE SENATORIAL DISTRICT FY 90

SENATE DISTRICT	NUMBER OF GUARDSMEN (SEP 90)	FULLTIME FEDERAL EMPLOYEES	FULLTIME STATE EMPLOYEES	TOTAL FULLTIME EMPLOYEES	TOTAL FULLTIME EQUIVALENT
1	2487	509	70	579	1056
2	63	3	0.2	3.2	18.15
6	1160	463	86.5	549.5	702.125
8	106	17	0.5	17.5	39.625
9	947	63	5	68	287.75
12	289	18	1.5	19.5	86.875
16	438	31	1.9	32.9	134.175
18	362	22	1.5	23.5	108.125
19	203	25	1.5	26.5	70.625
20	232	10	1.5	11.5	66.625
21	535	41	2.3	43.3	166.225
22	222	7	1	8	61.5
23	247	8	1	9	68.5
25	531	37	2.9	39.9	162.675
27	590	55	3	58	191
28	294	15	2	17	86.25
29	365	14	1.6	15.6	102.95
30	684	169	9	178	304.5
31	767	100	19	119	281
32	509	38	2.7	40.7	157.775
33	97	2	0.3	2.3	25.975
34	1121	206	61.3	267.3	480.725
TOTALS	12249	1853	276.2	2129.2	4659.15

PAY BY STATE SENATORIAL DISTRICT FY 90

STATE SENATE DISTRICT	STATE PAY (PRO RATA)	TOTAL FED PAY (PRO RATA)	TOTAL PAY STATE & FED (PRO RATA)
1	\$487,098	\$26,305,265	\$26,792,363
2	\$1,392	\$328,148	\$329,540
6	\$601,914	\$19,980,951	\$20,582,865
8	\$3,479	\$960,700	\$964,180
9	\$34,793	\$5,544,695	\$5,579,488
12	\$10,438	\$1,650,190	\$1,660,627
16	\$13,221	\$2,628,134	\$2,641,355
18	\$10,438	\$2,048,331	\$2,058,768
19	\$10,438	\$1,581,519	\$1,591,956
20	\$10,438	\$1,172,608	\$1,183,045
21	\$16,005	\$3,317,319	\$3,333,324
22	\$6,959	\$1,034,247	\$1,041,206
23	\$6,959	\$1,157,953	\$1,164,912
25	\$20,180	\$3,166,260	\$3,186,440
27	\$20,876	\$3,992,842	\$4,013,718
28	\$13,917	\$1,565,543	\$1,579,460
29	\$11,134	\$1,785,603	\$1,796,737
30	\$62,627	\$8,226,401	\$8,289,028
31	\$132,212	\$6,164,933	\$6,297,146
32	\$18,788	\$3,121,664	\$3,140,452
33	\$2,088	\$415,715	\$417,803
34	\$426,559	\$11,056,057	\$11,482,616
TOTALS	\$1,921,950	\$107,205,079	\$109,127,029

FY 90 ECONOMIC IMPACT BY STATE LEGISLATIVE DISTRICT

LEGISLATIVE DISTRICT	STATE TOTAL EXPENDITURES (PRO RATA)	TOTAL FEDERAL OM PA MC (PRO RATA)	ANNUAL ECONOMIC IMPACT (PRO RATA)
2	\$27,297	\$641,519	\$668,816
3	\$27,341	\$611,971	\$639,312
4	\$18,203	\$716,723	\$734,926
5	\$15,515	\$1,171,939	\$1,187,454
6	\$5,749	\$218,777	\$224,526
7	\$193,713	\$13,848,463	\$14,042,176
11	\$52,400	\$700,771	\$753,171
12	\$26,966	\$932,652	\$959,618
13	\$20,538	\$1,242,586	\$1,263,124
15	\$17,443	\$895,618	\$913,061
21	\$4,936	\$497,376	\$502,312
22	\$15,783	\$798,195	\$813,978
23	\$26,565	\$826,680	\$853,245
25	\$11,253	\$1,300,128	\$1,311,381
27	\$17,935	\$882,516	\$900,451
28	\$31,285	\$891,061	\$922,346
44	\$236,050	\$8,088,487	\$8,324,537
49	\$0	\$444,390	\$444,390
53	\$19,023	\$801,044	\$820,067
101	\$671,503	\$32,985,740	\$33,657,243
105	\$42,820	\$594,801	\$637,621
106	\$25,022	\$1,975,008	\$2,000,030
112	\$2,165,658	\$23,531,835	\$25,697,493
113	\$19,209	\$606,195	\$625,404
115	\$26,492	\$1,408,375	\$1,434,867
116	\$14,196	\$967,974	\$982,170
117	\$15,192	\$1,297,280	\$1,312,472
118	\$14,756	\$1,023,239	\$1,037,995
119	\$23,718	\$1,023,239	\$1,046,957
120	\$74,000	\$1,743,374	\$1,817,374
121	\$48,083	\$4,537,214	\$4,585,297
123	\$11,971	\$1,191,310	\$1,203,281
124	\$28,426	\$2,393,444	\$2,421,870
126	\$17,757	\$1,173,649	\$1,191,406
127	\$12,464	\$500,795	\$513,259
128	\$32,857	\$1,362,799	\$1,395,656
129	\$6,832	\$937,092	\$943,924
130	\$19,184	\$906,168	\$925,352
130	\$16,767	\$1,397,673	\$1,414,440
130	\$5,887	\$519,596	\$525,483
131	\$8,585	\$578,848	\$587,433
138	\$60,609	\$10,141,198	\$10,201,807
142	\$0	\$341,838	\$341,838
142	\$15,871	\$681,867	\$697,738
144	\$38,026	\$1,287,594	\$1,325,620
145	\$28,511	\$362,919	\$391,430
146	\$25,286	\$790,218	\$815,504
147	\$16,190	\$782,243	\$798,433

FY 90 ECONOMIC IMPACT BY STATE LEGISLATIVE DISTRICT (CONT)

LEGISLATIVE DISTRICT	STATE TOTAL EXPENDITURES (PRO RATA)	TOTAL FEDERAL OM PA MC (PRO RATA)	ANNUAL ECONOMIC IMPACT (PRO RATA)
149	\$17,236	\$581,697	\$598,933
152	\$13,585	\$560,047	\$573,632
153	\$11,247	\$369,187	\$380,434
153	\$15,877	\$866,563	\$882,440
154	\$8,552	\$300,249	\$308,801
155	\$18,225	\$2,043,058	\$2,061,283
156	\$34,228	\$1,329,755	\$1,363,983
157	\$12,140	\$528,712	\$540,852
158	\$10,418	\$592,436	\$602,854
159	\$36,212	\$3,005,904	\$3,042,116
160	\$9,587	\$409,637	\$419,224
161	\$12,740	\$413,056	\$425,796
162	\$12,106	\$394,255	\$406,361
163	\$12,471	\$525,293	\$537,764
TOTALS	\$4,478,491	\$144,474,268	\$148,952,759

NUMBER OF EMPLOYEES BY STATE LEGISLATIVE DISTRICT

LEGISLATIVE DISTRICT	NUMBER OF GUARDSMEN (SEP 90)	FULLTIME FEDERAL EMPLOYEES	FULLTIME STATE EMPLOYEES	TOTAL FULLTIME EMPLOYEES	TOTAL FULLTIME EQUIVALENT
2	86	3	0.4	3.4	24.1
3	41	5	0.6	5.6	14.5
4	98	3	0.5	3.5	27.1
5	127	11	0.6	11.6	40.5
6	24	2	0.3	2.3	7.7
7	1097	204	61	265	473.0
11	90	4	0.5	4.5	25.9
12	127	4	0.5	4.5	35.1
13	171	5	0.5	5.5	46.9
15	72	13	0.5	13.5	28.1
21	63	3	0.2	3.2	18.2
22	111	3	0.5	3.5	30.4
23	61	13	1	14	25.8
25	142	12	0.5	12.5	44.9
27	119	4	0.5	4.5	33.1
28	104	7	0.9	7.9	31.9
44	947	63	5	68	287.8
49	0	13	0	13	9.8
53	106	4	0.5	4.5	29.9
101	2487	509	70	579	1056.0
105	84	2	0.5	2.5	22.9
106	138	5	0.5	5.5	38.6
112	1059	440	84	524	657.8
113	64	6	0.5	6.5	20.9
115	99	9	2.3	11.3	33.2
116	89	12	0.5	12.5	31.6
117	147	11	0.5	11.5	45.4
118	136	5	0.5	5.5	38.1
119	136	5	0.5	5.5	38.1
120	0	51	1	52	39.0
121	543	30	1.5	31.5	159.4
123	141	9	0.3	9.3	42.2
124	251	24	17.2	41.2	93.7
126	160	5	0.4	5.4	44.1
127	69	2	0.5	2.5	19.1
128	152	12	1	13	47.8
129	61	16	0.3	16.3	27.5
130	289	11	1.1	12.1	81.3
131	76	3	0.5	3.5	21.6
138	684	169	9	178	304.5
142	97	12	0.3	12.3	33.5
144	140	12	0	12	44.0
145	47	2	0.5	2.5	13.6
146	77	9	0.5	9.5	26.4
147	103	4	0.4	4.4	29.1
149	71	4	0.5	4.5	21.1
152	73	3	0.5	3.5	20.9
153	159	7	1	8	45.8
154	37	2	0.5	2.5	11.1

NUMBER OF EMPLOYEES BY STATE LEGISLATIVE DISTRICT (CONT)

LEGISLATIVE DISTRICT	NUMBER OF GUARDSMEN (SEP 90)	FULLTIME FEDERAL EMPLOYEES	FULLTIME STATE EMPLOYEES	TOTAL FULLTIME EMPLOYEES	TOTAL FULLTIME EQUIVALENT
155	206	22	0.5	22.5	68.4
156	174	7	0.9	7.9	49.4
157	68	3	0.5	3.5	19.6
158	72	2	0.3	2.3	19.7
159	256	41	1	42	95.5
160	49	3	0.4	3.4	14.8
161	55	2	0.3	2.3	15.5
162	52	2	0.5	2.5	14.9
163	62	4	0.5	4.5	18.9
TOTALS	12249	1853	276.2	2129.2	4659.2

PAY BY STATE LEGISLATIVE DISTRICT FY 90

LEGISLATIVE DISTRICT	STATE PAY (PRO RATA)	TOTAL FED PAY (PRO RATA)	TOTAL PAY STATE & FED (PRO RATA)
2	\$2,783	\$410,509	\$413,292
3	\$4,175	\$317,736	\$321,911
4	\$3,479	\$453,480	\$456,959
5	\$4,175	\$830,797	\$834,972
6	\$2,088	\$154,309	\$156,397
7	\$424,471	\$10,901,748	\$11,326,219
11	\$3,479	\$459,017	\$462,496
12	\$3,479	\$591,510	\$594,989
13	\$3,479	\$783,253	\$786,733
15	\$3,479	\$702,215	\$705,694
21	\$1,392	\$328,148	\$329,540
22	\$3,479	\$500,032	\$503,511
23	\$6,959	\$662,825	\$669,783
25	\$3,479	\$918,694	\$922,173
27	\$3,479	\$562,863	\$566,342
28	\$6,263	\$611,701	\$617,963
44	\$34,793	\$5,544,695	\$5,579,488
49	\$0	\$444,390	\$444,390
53	\$3,479	\$516,311	\$519,790
101	\$487,098	\$26,305,265	\$26,792,363
105	\$3,479	\$369,163	\$372,643
106	\$3,479	\$665,084	\$668,563
112	\$584,518	\$18,833,052	\$19,417,570
113	\$3,479	\$434,281	\$437,760
115	\$16,005	\$662,164	\$678,168
116	\$3,479	\$728,906	\$732,385
117	\$3,479	\$902,415	\$905,894
118	\$3,479	\$657,922	\$661,401
119	\$3,479	\$657,922	\$661,401
120	\$6,959	\$1,743,374	\$1,750,333
121	\$10,438	\$2,969,945	\$2,980,382
123	\$2,088	\$812,562	\$814,649
124	\$119,687	\$1,719,218	\$1,838,905
126	\$2,783	\$743,864	\$746,647
127	\$3,479	\$315,450	\$318,929
128	\$6,959	\$954,503	\$961,462
129	\$2,088	\$765,376	\$767,464
130	\$7,654	\$1,410,903	\$1,418,557
131	\$3,479	\$374,700	\$378,179
138	\$62,627	\$8,226,401	\$8,289,028
142	\$2,088	\$757,553	\$759,641
144	\$0	\$911,532	\$911,532
145	\$3,479	\$236,670	\$240,149
146	\$3,479	\$583,384	\$586,863
147	\$2,783	\$505,568	\$508,352
149	\$3,479	\$390,979	\$394,459
152	\$3,479	\$363,957	\$367,437
153	\$6,959	\$808,650	\$815,609
154	\$3,479	\$200,861	\$204,340

PAY BY LEGISLATIVE DISTRICT FY 90 (CONT)

LEGISLATIVE DISTRICT	STATE PAY (PRO RATA)	TOTAL FED PAY (PRO RATA)	TOTAL PAY STATE & FED (PRO RATA)
155	\$3,479	\$1,489,710	\$1,493,189
156	\$6,263	\$862,364	\$868,626
157	\$3,479	\$346,053	\$349,532
158	\$2,088	\$326,193	\$328,280
159	\$6,959	\$2,318,247	\$2,325,206
160	\$2,783	\$278,016	\$280,799
161	\$2,088	\$265,317	\$267,405
162	\$3,479	\$254,575	\$258,054
163	\$3,479	\$358,751	\$362,230
TOTALS	\$1,921,950	\$107,205,079	\$109,127,029

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Air Search and Rescue
State Emergency Management Agency
HQ, 35th Support Command, 35th ID
AVCRAD (1107th)
HQ, 35th Engineer Brigade
Troop Command, STARC
HQ, 135th Field Artillery Brigade
HQ, 635th Aviation Group
HQ, 131st Tactical Fighter Wing
HQ, 157th Tactical Control Group
HQ, 139th Tactical Airlift Group
Assistant Adjutant General - Air
Assistant Adjutant General - Army
Chief of Staff, MOARNG
State Military Executive
Executive Support Staff Officer - Air
Staff Judge Advocate
Aviation Classification & Repair Activity Depot
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